

Recruitment and Selection - Managers Guidance

The Recruitment Panel

Once authority to recruit has been obtained, the recruiting manager should form a recruitment panel to work together on the recruitment process. The recruitment panel should

- Consist of a minimum of two people, preferably race/gender/age balanced though this may not always be possible.
- Work as individuals initially on the shortlisting process and then come together to reach a consensus on decisions
- Involve all members of the panel in all stages of the recruitment process.
- Not consist of any panel members with a close personal relationship with any of the applicants.
- Normally consist of panel members who are at least one grade more senior than the vacant post. Exceptions may be made where the job requires specialist knowledge which a peer, but not the recruiting manager, might have. The Chair of the panel should always be at least one grade senior to the vacant post.
- Consist of panel members who have all had a recruitment and selection briefing which includes Equality and Diversity issues. This training should be refreshed regularly.
- The panel must be made up of the same members for all candidates to allow for fair comparisons

The norm for most jobs is to have two people on the panel, but some more senior jobs may benefit from a larger panel. The more panel members there are, the wider range of perspectives the panel will have. However a larger panel is both expensive to run and may appear intimidating and bureaucratic to candidates and adversely affect their performance.

Occasionally there may be a job for which the Council is the employer, which sits within the Council but is part funded by a partner organisation. In these circumstances the chair of the panel might choose to involve a member of the partner organisation as part of the panel because, for example, of the specific technical knowledge he or she could bring to the process. This is acceptable as long as the council as the employer, maintains control of the recruitment process, through the chair, and has the final say on decision making.

It is important that panels are balanced/diverse and that they think imaginatively about the appointments they make. There is a natural tendency to recruit people “in our own image” and not to see the benefits which a fresh insight might give. The

members of a recruiting panel should be able to identify transferable skills that candidates may bring and understand how they can be deployed in new contexts.

When recruiting to certain senior posts (e.g. Strategic Directors), Elected Members must be involved in the recruitment procedure. For other senior posts Elected Members may be involved. For guidance and more details about this, see the guidance section on the Role of Elected members in Officer Appointments.