

CONSULTATION DRAFT JULY 2025



**CODE OF
PROCEDURES
ON RECRUITMENT
AND SELECTION**





RECOMMENDED BY:

The Local Government Staff Commission for Northern Ireland

ISSUED:

TBC

FOR IMPLEMENTATION:

TBC

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This document is available on request in a range of formats to suit the need of different users. If you would like a copy in an alternative format, please contact the Council's HR department.

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SECTION 1:

THE PURPOSE OF THE CODE

1.1 STATUS OF THE CODE

This Code is a Statutory Code based on Section 40 (4) (b) of the Local Government Act 1972.

The Commission recommends this Code for adoption and implementation in the district Councils in Northern Ireland in line with its statutory responsibilities to establish:

“... a code of procedure for securing fair and equal consideration of applications to Councils by persons seeking to be employed by them as officers, and fair and equal treatment of persons who are so employed”.

Extract from paragraph 40 (4) (b) of the Local Government Act (NI) 1972.

1.2 PURPOSE OF THE CODE

The Code has been designed to guide users through the core recruitment and selection principles and inform on their interpretation and application. It should be used as the basis for any training for selection panel members and all individuals involved at each stage in the recruitment process.

The standards set out must be observed by all those involved in the appointment processes under the Commission’s remit. This principle-based approach is intended to maintain and further enhance consistency, fairness, transparency, accountability and diversity in recruitment practices.

1.3 SCOPE OF THE CODE

Councils, as employers, should regularly review their own detailed human resource practices, particularly in light of analysis of monitoring forms. The procedures in this Code are designed to provide the minimum requirements for best practice and may be supplemented in consultation with the Commission.

This Code applies to all appointments made by Councils, irrespective of the terms of the appointment and regardless, for example, of whether the post is full time, part time, temporary, fixed term or permanent and should include apprenticeships and secondments.



1.4 DEPARTURES FROM THE CODE

Any departure from the procedures as detailed in this Code must be agreed with the Commission, in advance of the intended departure, where practicable. Where it is not practicable to inform the Commission in advance, then the departure from procedures should be documented and the Commission informed as soon as possible.

1.5 DELEGATING APPOINTMENT AUTHORITY

It is important that appropriate authority is given to the appointment panel to enable them to proceed with the appointment. If a Council seeks to overturn the decision of an interviewing panel, this could result in a case of maladministration or prima facie discrimination.

Legislation permits the delegation of appointment authority to a committee or an officer, either a panel member or a senior officer with responsibility for recruitment and selection matters. Councils must ensure that, in delegating appointment authority to a committee or an officer to enable interviewing panels to proceed in making appointments, that it complies with the requirements of paragraph 47A (1) of the Local Government Act (NI) 1972, as further detailed in Part VII paragraph 26 (1) of the Local Government (Miscellaneous Provisions) (NI) Order 1985.

1.6 ENSURING COMPLIANCE WITH THE CODE

Ultimate responsibility for ensuring compliance with the requirements of this Code rests with the Chief Executive of the Council, as the head of the paid service.

1.7 STRUCTURE OF THE CODE

This Code reflects a changing work and social environment, the different business needs that this has placed on those operating the Code, and the consequent necessity for flexibility, subject to the general principles underpinning the Code.

1.8 MONITORING AND REVIEW OF PROCEDURES

The Fair Employment and Treatment (NI) Order 1998 and the accompanying Fair Employment Code of Practice place a duty on employers "to review, at least once every three years, both employment composition and practice i.e., those practices affecting recruitment and training for employment in the concern, or training and promotion of employees in the concern".



1.9 OTHER CODES OF PRACTICE

It must be noted that this Code is not a stand-alone document and must be implemented in accordance with the Statutory Codes of Practice and other Guidance documents.

1.10 FURTHER ADVICE AND INFORMATION

Further advice and information regarding the content and interpretation of the Code is available from the Commission, email info@lgsc.org.uk or telephone 028 9031 3200.



SECTION 2:

LEGISLATIVE REQUIREMENTS

2.1 KEY DOMESTIC LEGISLATION

This Code embodies Councils' responsibilities under key domestic legislation. This legislative framework should be considered in detail before commencing any recruitment exercise and must be included in any training exercises.

2.2 STATUTORY CODES OF PRACTICE AND OTHER GUIDANCE RELATING TO KEY DOMESTIC LEGISLATION

Throughout the recruitment process Councils should comply with all relevant legislation detailed in Appendix 1.

2.3 A UNIFIED GUIDE TO PROMOTING EQUAL OPPORTUNITIES

The Equality Commission for Northern Ireland's (ECNI) publication 'A Unified Guide to Promoting Equal Opportunities in Employment' amalgamates the principles which are currently contained within several equality codes of practice.

[Unifiedguidetopromotingequalopp2009 \(equalityni.org\)](http://unifiedguidetopromotingequalopp2009.equalityni.org)

2.4 AFFIRMATIVE AND POSITIVE ACTION

Councils are encouraged to take affirmative action and positive action measures where analysis of monitoring highlights the need to secure fair participation. Any programme should be implemented in accordance with the advice contained within the relevant statutory Codes of Practice provided by the ECNI.

2.5 INFORMATION COMMISSIONER'S OFFICE

The Information Commissioner's Office is an independent authority set up to promote access to official information and to protect personal information.

- The Employment Practices Code
- The Employment Practices Code: Supplementary Guidance

Copies of these documents, and their updates, can be downloaded from the Information Commissioner's website at www.ico.gov.uk

2.6 NORTHERN IRELAND PUBLIC SERVICE OMBUDSMAN

All Councils must adhere to and manage complaints according to the Local Government Model Complaint Handling Procedure. Details can be accessed from the website www.nipso.org.uk



SECTION 3:

THE GENERAL PRINCIPLES UNDERPINNING THE CODE

3.1 GENERAL PRINCIPLES

This section of the Code sets out the general principles underpinning the Code. The general principles should be considered in detail before commencing any recruitment exercise.

3.2 COUNCILS AS EMPLOYERS

In order to implement this Code, Councils should;

- Strive to ensure that all potential candidates who are suitably qualified and experienced are made aware of vacancies and encouraged to put themselves forward for consideration.
- Include in all advertisements an equal opportunity statement to the effect that the Council is committed to the fair and equal treatment of all those seeking employment.
- Avoid procedures, policies and practices which could unlawfully directly or indirectly discriminate.
- Be fully aware of their Council's Equality of Opportunity Policy, the provisions of this Code and the Statutory Employment Codes of Practice.
- Be fully aware of Section 75 of the Northern Ireland Act 1998 and Section 49A of the Disability Discrimination Act 1995.

3.3 MERIT PRINCIPLE

The aim of the recruitment and selection process is to appoint the best candidate in terms of the criteria and competency framework established for a particular job and, as far as possible, to ensure that there is objective evidence for the selection decision made. The merit principle has been incorporated in these procedures to assist Councils in achieving this aim.

In making appointments under the merit principle, Councils should ensure that all those seeking employment are aware of, and encouraged to apply for, job opportunities. Subject to specific advice from the Commission, Councils are recommended to;

- Identify essential job-related criteria which are not directly or indirectly discriminatory.
- Apply such criteria fairly and consistently at all stages of selection.



- Review and develop criteria to ensure fairness and equality throughout the recruitment process.
- Determine in a logical and reasonable manner any desirable criteria in excess of the advertised minimum standard of education, experience or professional attainment and training requirements. Information on these additional criteria must be made available to applicants, upon receipt of a written request if they feel aggrieved at being excluded from the list of applicants selected to attend for assessment or interview.
- Ensure all candidates are treated fairly and equally.
- Agree and record the importance of the various factors considered relevant to the identified selection criteria.
- Ensure the shortlisting and interview panels are trained in non-discriminatory recruitment and selection techniques, including the content of the Equality Commission's Statutory Code of Practice and other guidance documents.
- Ensure that the proceedings of selection panels are held in confidence, subject only to the need to disclose papers to assist in the resolution of any complaint.
- Record the assessment and decisions of members for shortlisting and interview panels and all those in attendance at panel meetings and retain these records for a period of not less than 1 year.
- Record any departures from the recommendations in this Code.

3.4 RE-ORGANISATION AND CHANGE

Councils should consult with the Commission and the recognised trade unions on the process to be followed with respect to staffing implications of reorganisation and change determining the appointment of existing/new staff to any revised structure.

3.5 ELIGIBILITY TO APPLY TO TRAWLS

Employees of all Councils will be eligible to apply to local government trawls.

3.6 TRAINING OF PANEL MEMBERS

All panel members should be trained in non discriminatory recruitment and selection techniques, including awareness of the content of the ECNI's statutory Codes of Practice and guidance documents to ensure that those involved in the recruitment process including those involved in the administering process fully understand their role and have the necessary skills to discharge their responsibilities.

Training programmes should be updated at regular intervals and refresher training for individuals should be undertaken at least every three years. In addition, the person chairing the panel should receive guidance on the role and responsibilities of chairing a selection panel.



SECTION 4:

RESPONSIBILITY AND ACCOUNTABILITY FOR THE APPLICATION OF THE RECRUITMENT PRINCIPLES

4.1 RESPONSIBILITY FOR THE APPLICATION OF THE PRINCIPLES OF THE CODE

To maintain the probity of the appointment system, the Chief Executive is responsible for ensuring full compliance with the terms and conditions of the Code of Procedures and any other guidelines issued by the Commission.

4.2 THE ROLE OF THE HUMAN RESOURCES SECTION

The role of the human resources section in the recruitment and selection process is important and generally includes:

- Consulting with the line manager to undertake a job analysis to provide expertise and consistency of approach.
- Assisting the line manager to review and modify the job description and person specification. The line manager, in conjunction with the human resources section, can prepare the draft documentation for the panel to consider at its preliminary meeting.
- Providing professional advice to the panel. With the increasing obligations in employment law and the application of fair and equal procedures, it is important to have professional advice and assistance at all stages of the recruitment process.
- Preparing documentation, for example, the application form, shortlisting form, interview assessment form in order to have a consistent approach to the assessment of candidates at each stage of the selection process.
- Arranging for the advertisement of the vacancy to be placed in the media in line with Council policy, and on the internet etc., in order that it can be viewed/ accessed by the widest possible pool of potential applicants.
- Receiving all completed applications returned by the closing time and date and ensuring these are properly recorded.

- Ensuring that the monitoring form is retained by the Monitoring Officer.
- Advising applicants of their progress through the recruitment process in a timely manner.
- Processing any complaints, in conjunction with the Chairperson of the panel, in a professional and courteous manner and ensuring that they are dealt with consistently and fairly.

4.3 RECRUITMENT CONSULTANCY

The Commission recognises that there may be occasions when a Council may wish to outsource the role of the human resources section in the recruitment and selection process. In such cases the spirit and intent of all provisions of the Code should be fully implemented. Councils may seek the assistance of recruitment agencies/executive search for some of the tasks connected with the recruitment process. However, the recruitment panel members have sole responsibility for the final selection of candidates for appointment. Where the assistance of a recruitment agency/executive search is sought, it will remain the duty of the Council to ensure that the agency complies with the terms and conditions of the Code and any other guidelines issued by the Commission.

4.4 THE ROLE OF THE COMMISSION OBSERVERS

Commission Observers will attend meetings of shortlisting and interview panels, in accordance with the Commission's Observer Strategy (*set out in Appendix 3 – The Role of the Staff Commission Observer*).

4.5 THE ROLE OF THE PROFESSIONAL ASSESSOR

The role of the Professional Assessor is to give guidance to interview panels on the professional and technical suitability of applicants. They may also provide information on any point requiring clarification, for example, qualifications and level of experience at the shortlisting stage.

The Council should appoint a Professional Assessor where sufficient expertise in the key functional areas of the post does not exist within the panel. Even if such expertise does exist, it may be advisable to appoint a Professional Assessor for senior posts, where there are a number of internal applicants.

Where possible, the Professional Assessor should assist in:

- Agreeing the person specification.
- Determining the shortlisting criteria before the post is advertised to avoid any errors or problems in interpretation at the shortlisting meeting.



The Professional Assessor should participate fully in the recruitment and selection process but does not have voting rights.

Details of all the circumstances relating to the appointment and use of Assessors are set out in Appendices 4, 5 and 6 – Guidance Notes for Professional Assessors Attending Selection Panels in Councils and the Northern Ireland Housing Executive.

4.6 RESPONSIBILITY OF CANDIDATES

4.6.1 CANVASSING

Canvassing will disqualify candidates and result in their exclusion from the appointment process. An example of canvassing is a candidate attempting to get additional support from an individual or individuals involved in the selection and appointment process by other means than the specified application route. This could result in an unfair advantage to the candidate.

Informal conversations or a candidate contacting the Council regarding the role does not constitute canvassing.

Councils should nominate one designated officer to take responsibility for canvassing issues, and if possible, someone who is not involved in the recruitment process.

4.6.2 CANDIDATES OBLIGATIONS

Candidates in the recruitment process must not:

- Knowingly or recklessly provide false information.
- Canvass any person, with or without inducements.
- Interfere with or compromise the process in any way.

A third party must not impersonate a candidate at any stage of the process.

4.7 CONFLICT OF INTEREST

Responsibility is placed on every panel member to disclose to an appropriate manager or officer of the Council where potential conflict of interest may be present, for example, partners or persons where a family relationship is deemed to exist, or if an individual has agreed to act as a referee to an applicant.

Where a potential conflict of interest exists, it may be appropriate for the individual to withdraw from the recruitment exercise.

Where a panel member is a Councillor, he/she has a statutory duty in this regard under Section 30 (1) of the Local Government Act (NI) 1972 which states:



“Every Council shall disclose to the Council in writing any relevant family relationship known to him to exist between himself and any person who he knows holds, or is a candidate for appointment to, any office under the Council”.

Under Section 30 (2) (b), as a Councillor is required to withdraw from any meeting where the question relating to a relevant family relationship is under consideration, clearly he/she cannot sit on an interview panel. To act in contravention of this section constitutes a summary offence.

The Council will ensure that officers and members of the Council involved as voting or non-voting members in any part of the shortlisting or interviewing process will not participate in such procedures if a family relationship, as defined in the next paragraph, is known to exist between the panel members and any person who is applying for a particular post within the Council.

For the purposes of this paragraph, a relevant family relationship shall be deemed to exist between a Council officer and/or member and a person who is a candidate for employment (or promotion) with the Council if they are husband or wife, or partner (civil or otherwise) or if the person who is a candidate for employment (or promotion) is the:

- Parent
- Grandparent
- Grandson or Grand-daughter
- Son or Daughter
- Brother or Sister
- Uncle or Aunt
- Nephew or Niece

Of the Council officer or member, or the spouse or partner (civil or otherwise) of the Council officer or member.

For more detailed guidance in this area, please refer to the Council's Code of Conduct for Councillors or Code of Conduct for Local Government Employees, as appropriate.



SECTION 5:

THE APPLICATION AND INTERPRETATION OF THE GENERAL PRINCIPLES UNDERPINNING THE CODE

5.1 ESTABLISH WHETHER A POST SHOULD BE CREATED OR FILLED

Whenever a post becomes vacant, Councils should ensure, in line with normal processes, that the post needs to be filled. Appendix 2 provides the procedures for the recruitment and selection of Clerk and Chief Executive.

5.2 ANALYSING THE JOB

An analysis of the job should be undertaken. Job analysis refers to the systematic process for collecting detailed and objective information about the tasks, responsibilities and the content of the job that will be performed or is currently being performed. If the job is to be job evaluated this should be done at this stage.

5.3 DRAFTING THE JOB DESCRIPTION

Once the job analysis has been completed and the continuing need for the job has been determined, it is important that the duties and responsibilities of the job are documented in the job description. A review of the job description is required each time a vacancy occurs to ensure that it is accurate and up to date. The job description should not discourage or preclude a person with a disability applying.

5.4 DRAFTING THE PERSON SPECIFICATION AND SELECTION CRITERIA

The line manager in conjunction with the human resources section should prepare a person specification for consideration and endorsement by panel members at the preliminary meeting of the panel, before the selection process commences. The person specification sets out the qualifications, knowledge, skills and competences which are absolutely necessary to carry out the duties of the post and they should be able to be objectively justified.

Requirements for the post should not be unduly restrictive. The person specification reflects what is necessary to perform the duties of the position. Non-essential requirements that could have the effect of excluding persons with disabilities should not be specified.



Competence is the ability to perform activities to the standard required for the job. The agreed competency framework within individual Councils should be used to identify relevant selection criteria.

The selection criteria for the job from which applicants will be assessed relate directly to the person specification and the relevant competency framework. The criteria on which selection decisions will be made throughout are identified before the recruitment process begins.

5.5 PLANNING THE RECRUITMENT PROCESS

When planning a recruitment process, Councils should ensure that:

- There is a plan as to how it is intended to conduct the appointment process taking into account both the number of vacancies likely to arise and the number of candidates the position(s) may attract.
- Consideration is given to opportunities and measures to promote (or remove possible barriers) to ensure equality of access for employment.
- Consideration must be given to the needs of disabled applicants throughout the recruitment and selection stages. In particular, Councils must consider, and where appropriate, make any reasonable adjustments that may be necessary to enable applicants to participate in the recruitment process.

5.6 ESTABLISHING THE PANEL

The composition of selection panels should consist only of those people best placed to make the appointment and they should possess the necessary skills and experience to do so.



Panels should be convened as follows:

	Chief Executive	Directors and Chief Officers	All other posts
Shortlisting Panel	Mayor/Chairperson or Chair of an appropriate appointment committee 2 other Elected Members Commission Chairperson Commission Director Commission Observer*	Mayor/Chairperson or Chair of an appropriate appointment committee 1 other Elected Member Chief Executive Director from the employing Council, or Chief Executive/ Director from another Council Professional Assessor* Commission Observer*	A minimum of 2 and a maximum of 3 panel members to include: Head of Service; and/or another senior officer; a HR officer
Shortlisting Panel Chairperson	Commission Chairperson	Elected by Panel	Elected by Panel
Interview Panel	Mayor/Chairperson or Chair of an appropriate appointment committee 4 to 7 other Elected Members Commission Chairperson* Commission Director* 2 Professional Assessors*	Mayor/Chairperson or Chair of an appropriate appointment committee 1 other Elected Member Chief Executive Director from the employing Council, or Chief Executive/Director from another Council Professional Assessor* Commission Observer*	A minimum of 2 and a maximum of 3 panel members to include: Head of Service; and/or another senior officer; a HR officer
Interview Panel Chairperson	Mayor/Chairperson or Chair of an appropriate appointment committee	Elected by Panel	Elected by Panel

***No voting rights**

In relation to recruitment panels, Councils should ensure that:

- Shortlisting and interview panels, as far as reasonably practicable, should consist of men and women and be representative of both main communities within Northern Ireland. The Commission understands that to fulfil the duty to reflect the gender and community balance, or to meet a Council's wish to include under-represented groups or people with disabilities it will be necessary for the Council to seek the approval of the Commission to amend the recommended composition of the panel as defined in the table above.
- Where suitable expertise is not available in-house to participate as a panel member in a recruitment exercise, then expertise may be borrowed from another Council.
- Where practicable, the shortlisting and interview panel should comprise the same individuals. If a panel member is unable to attend a meeting of the shortlisting or interview panel a substitute can be used.
- The composition of the panel should be established at an early stage to allow panel members to attend a preliminary meeting to consider the job description and person specification (prepared in advance by the line manager in conjunction with the human resources section), to determine and agree the shortlisting criteria, to agree, where relevant, assessment arrangements and to agree a timetable for each stage of the recruitment process.

5.7 PANEL COMPOSITION FOR SHARED POSTS

For posts which are shared between Councils or shared with, or funded by, external bodies the following framework ensures the involvement of all partners in the recruitment process:

- Where the Council is clearly the employer and employs staff on behalf of the external body, then the panel should be constituted as detailed in this Code. Representatives may be invited to observe the process but should not participate in any way or have voting rights.
- Where a service level agreement exists between the Council and the external body, then subject to the terms of the agreement, the panel should be constituted as detailed in this Code.
- Where the external body is the employer but wishes to use the expertise of the Council to administer the process, the panel may comprise:
 - 2 representatives of the external body
 - 1 representative of the human resources section or the Chief Executive's nominee

For further specific guidance Councils should contact the Commission.



5.8 TIMETABLE FOR THE RECRUITMENT AND SELECTION PROCESS

All panel members must agree a timetable for each stage of the recruitment process. Where appropriate the Commission Observer and Professional Assessor should be consulted.

5.9 THE APPLICATION FORM

Application forms should be kept as simple as possible, provide information in a standard format, be job specific and directly related to the agreed shortlisting criteria for the post. Applicants should be asked to clearly demonstrate on their application form how their qualifications and experience meet the criteria required for the post.

Assistance in completing the application form must be offered to disabled applicants and those not fluent in English. Application forms should also be made available in alternative formats, on request.

A closing date for the receipt of applications must be specified in the advertisement and job details. Application forms must be issued and accepted up to the specified closing date. Application forms which arrive after the closing time and date should not be accepted. The onus for ensuring that the application form is received by the Council or Commission rests with the applicant. This should be clearly stated on the application form or accompanying documentation.

5.10 SPECULATIVE APPLICATIONS AND CVS

Application forms must only be issued in respect of specifically advertised vacancies. Speculative applications and CVs must not be considered and should be replied to stating the Council's policy on receipt of applications.

5.11 RECRUITMENT INFORMATION TO APPLICANTS

Councils should ensure that all recruitment information and supporting materials are accessible, unbiased and written in gender neutral language.

All applicants should receive as much information as possible to enable them to consider whether or not to apply for the post in an effective way. The same information should be available to all applicants to ensure consistent and fair treatment and should include:

- The job description
- The person specification
- The shortlisting criteria
- The application form
- Guidance notes on how to complete the application form



- The equal opportunities policy
- The monitoring questionnaire and explanatory notes
- The terms and conditions of employment
- The recruitment and selection timetable

For more senior posts, Councils may also wish to include:

- Background information about the Council which may include the corporate plan and the political composition of the Council. It may also be useful to provide information on the local area;
- A contact name with whom the applicant may discuss the post and Council in greater detail (the named individual should not be involved in the appointment decision at any stage).

The same information should be sent to all applicants in order to ensure that everyone is treated consistently and fairly. A system should be put in place to ensure that all information can be made available in alternative formats, on request.

5.12 REIMBURSEMENT OF RECRUITMENT EXPENSES

It is advisable for Councils to have a policy on the reimbursement of recruitment expenses for applicants applying from outside Northern Ireland. The policy should take account of the Council's equality obligations and should be made available to applicants before they incur any expenses, for example, as part of the application pack.

5.13 ADVERTISING

Advertising approaches must ensure that recruitment is from the widest pool of available (and relevant) talent and experience. Information about employment opportunities will be made available to all potentially eligible candidates in formats and media that are accessible to persons with disabilities and do not exclude any particular group within society. Where appropriate, advertisements targeting members of under-represented groups can be used as part of an agreed affirmative action programme.



SECTION 6:

CONDUCTING SHORTLISTING AND INTERVIEWS

6.1 CONDUCTING SHORTLISTING AND INTERVIEWS

This section of the code sets out the procedures for conducting shortlisting and interviews.

It should be noted where appropriate that:

- Shortlisting can be carried out remotely without the need for panel members to meet in person. An overall record of scoring decisions must be kept.
- Final interviews can be carried out virtually and must be conducted in the same way as a face to face interview, allowing panel members to be in multiple locations or the ability to view the interview live.
- It will be necessary to check that the chosen technology is available, accessible and compatible for candidates and panel members taking part, if not, reasonable adjustments will need to be considered.

6.2 RESPECTING CONFIDENTIALITY

All those involved in the recruitment process should respect the confidentiality of the process by not discussing candidates outside the panel meetings and ensuring that all information on candidates remains confidential.

6.3 SHORTLISTING

In relation to shortlisting, Council should ensure that:

- Person Specification should not specify that candidates have qualifications that can only be obtained in specific educational systems, for example, GCSE's or A-levels but should consider equivalent qualifications gained in other educational systems, for example, Essential Skills or BTEC's. Councils should have a procedure for evaluating the comparative value of qualifications gained overseas.
- Candidates who request a reasonable adjustment in relation to meeting the eligibility criteria, the panel will consider the appropriateness of the adjustment. Adjustments may include waiving the requirements to meet all or some of the desirable criteria if used to shortlist candidates.

- Candidates who do not meet the shortlisting criteria with or without reasonable adjustments do not progress to the next stage of the recruitment process and are notified accordingly.
- Adequate checks are in place to ensure that a candidate meets the shortlisting criteria before progressing to the next stage of the recruitment process.

6.4 ERRORS IN SHORTLISTING

When the shortlisting is complete, the panel should check that no errors have been made in including or excluding candidates.

If the panel discovers an error in the shortlisting process, the recruitment procedure should be halted to establish the reason for the error and, if it is established that a mistake was made, this should be rectified. For example, if a candidate who met the criteria has been excluded at the shortlisting stage, he/she should be invited to assessment/interview.

When time permits, a special meeting of the shortlisting panel should be convened to discuss the error and remedial action. If remedial action is not possible, or if a number of errors, or an irregularity is identified, the recruitment process should be abandoned and started afresh.

6.5 ASSESSMENT TESTING

In relation to assessment testing used as part of the recruitment process, Councils should ensure that:

- Assessment testing facilitates the identification and selection of the person(s) who best match the requirements of the post.
- Assessment tests are used in line with best practice and consist only of properly validated selection tools and techniques which have been chosen by appropriately qualified individuals.
- Assessment processes are appropriate to the selection criteria.
- Selection tests, where they are used as part of the recruitment process, are job related.
- All reasonable efforts are made to accommodate candidates and enhanced facilities, and equipment are provided, as necessary, to enable candidates to perform to the best of their abilities. Reasonable efforts could include:
 - Allowing a disabled person extra time to complete the test.
 - Permitting a disabled person the assistance of a reader or scribe during the test.
 - Accepting a lower 'pass rate' for a person whose disability inhibits performance in such a test.



- Professional advice should be sought from the assessment test provider considering a candidate's circumstances before making adjustments to assessment testing.

All candidates who participate in the assessment testing should be offered feedback on their performance.

6.6 SHORTLISTING FOLLOWING ASSESSMENT

Following the assessment centre, panel members will convene to review candidate performance and agree on who will proceed to the interview stage. If the panel has previously agreed to an alternative process, for example, as carrying forward assessment centre performance marks to the final interview, then the Council must consult with the Commission to ensure compliance and transparency.

6.7 INTERVIEW

The purpose of the interview is to identify the most appropriate person for the job. A standard, consistent, and comprehensive interview structure should be used for interviewing each candidate. This may include a practical exercise or a presentation.

After giving the presentation, candidates should be required to take follow-up questions from panel members and the Professional Assessor in order to provide clarification or further information.

The interview itself should be based around a number of core questions designed to test how candidates can apply their knowledge and experience in key areas of the job.

The panel should maintain the same order of questioning for each candidate. Each candidate should be asked the same question(s) by the same panel member(s).

Candidates should be given a copy of the core questions to follow while the panel members ask each question in turn

Candidates invited to interview, who have identified requirements for a reasonable adjustment, are facilitated as far as it is reasonable to do so. Reasonable adjustments will be decided by HR in consultation with panel members and Professional Assessor (if required). Reasonable adjustments could include:

- Ensuring that the interview room is accessible or appropriately equipped.
- Allowing a support worker to attend the interview (if required).
- Adjusting the time or extending the duration of the interview.

At the end of the interview, the candidate should be given the opportunity to ask any questions in relation to the post.



6.8 SELECTION OF THE MOST SUITABLE CANDIDATE

After all the interviews have been completed, the panel needs to apply effective decision making principles in order to select the most suitable candidate when evaluated against the competencies.

Each member of the panel will have a rank order for the candidates who were interviewed. It is on the basis of this rank order of merit that the selection of the most suitable candidate should take place.

6.9 ACCOUNTING FOR RECRUITMENT DECISIONS

Individuals responsible for recruitment and selection processes must be able to show that they have complied with the Recruitment Principles.

Accordingly:

- All decisions made about the approach adopted in any recruitment process should be clear and evident.
- Recruitment processes should be fully documented. Effective management systems and arrangements (including document management) should be in place.
- Those responsible for recruitment should monitor and evaluate their processes and take positive initiatives to tackle any matters arising.
- All Records (including monitoring records) should be managed in accordance with the terms of the General Data Protection Regulations and the Data Protection Act 2018.
- Delegated authority for staff matters to senior officers must be satisfied that appointment processes have been properly carried out.

6.10 OFFERING APPOINTMENT

Candidates who meet the required standards for the post are placed in order of merit.

- Candidates who accept an offer of employment are subject to a number of pre-employment checks.
- Occupational Health will conduct fitness for post assessment only.
- The offer of appointment letter should invite all candidates to advise if they require a reasonable adjustment in the workplace. Adjustments needed in the workplace may differ from those required to facilitate candidates in the recruitment process. All reasonable adjustments will be decided in consultation with the line manager and records of all agreements reached should be retained.



6.11 RESERVE LISTS

A recommendation from an interview panel may include a list of reserve candidates in rank order of merit who may be appointed if the successful candidate fails to take up the post.

If another similar vacancy arises up to 12 months of the date of the meeting at which the appointment was made, the post may be offered to the candidates from the reserve list in the rank order of merit.

“Another similar vacancy” is defined as a post with a similar job description and person specification and on the same salary scale. It does not include posts where the similarity relates solely to the salary scale.

Where it is possible that “another similar vacancy” may include similar posts in a different department of the Council from the one being advertised, applicants should be made aware of this.

For posts, which Council’s advertise regularly because of high staff turnover and for which they normally receive large number of applications, it would be reasonable for Councils to maintain a reserve list for an 18 month period.

6.12 FEEDBACK

Candidates may seek further explanation (feedback) for a decision made regarding their application. Councils should have a commitment to open, timely and effective communication with candidates. All enquiries should be responded to adequately, and in an efficient and timely manner. Councils should ensure that:

- Effective systems are in place to manage the feedback requests to candidates.
- Clear, specific and meaningful feedback either orally, written or alternative format that explains the basis for the decision reached is provided when requested by candidates.
- Council can determine their own policy position on feedback requests.

6.13 RETENTION OF DOCUMENTATION AND RECORDS

It is important to keep comprehensive records of recruitment and selection exercises in order to be able to conduct equal opportunities monitoring and reviews but also to be able to respond to a complaint from an individual about a recruitment decision.

- Fully documented records that clearly support each stage of the process are retained. These will include notes of interviews conducted.
- The agreed Council’s Retention and Disposal Policy details the duration of time that information is retained.



APPENDICES





APPENDIX 1

KEY DOMESTIC LEGISLATION

Sex Discrimination (NI) Order 1976 as amended and the Code of Practice issued thereunder

Fair Employment and Treatment (NI) Order 1998 as amended and the Code of Practice issued thereunder

Disability Discrimination Act 1995 as amended and the Code of Practice issued thereunder

Race Relations (NI) Order 1997 as amended and the Code of Practice issued thereunder

Employment Equality (Sexual Orientation) Regulations (NI) 2003 and related guidance issued by the Equality Commission

Employment Equality Age Regulations (NI) 2006 and related guidance issued by the Equality Commission

Rehabilitation of Offenders (NI) Order 1978

The Rehabilitation of Offenders (Exceptions) Order (Northern Ireland) 1979

Safeguarding Vulnerable Groups (NI) Order 2007 (as amended)

Equal Pay Act (NI) 1970 (as amended)

Northern Ireland Act 1998 and Guidance for Implementing Section 75

Human Rights Act 1998

Data Protection Act 2018

Freedom of Information Act 2000

Immigration, Asylum and Nationality Act 2006 (as amended)

STATUTORY CODES OF PRACTICE AND OTHER GUIDANCE RELATING TO KEY DOMESTIC LEGISLATION

The following Statutory Codes of Practice are issued by the Equality Commission for NI (ECNI):

- Fair Employment in Northern Ireland: Code of Practice.
- Removing Sex Bias from Recruitment and Selection – A Code of Practice.
- Code of Practice on Equal Pay.
- Protecting the Dignity of Women and Men at Work – A Code of Practice on Measures to Combat Sexual Harassment.
- Code of Practice for Employers for the Elimination of Racial Discrimination and the Promotion of Equality of Opportunity in Employment.
- Disability Code of Practice – Employment and Occupation.
- Code of Practice for all employers on the avoidance of race discrimination in recruitment while seeking to prevent illegal working (published by the Home Office).

Other good practice guidance publications are:

- Sexual Orientation Discrimination in Northern Ireland – The Law and Good Practice.
- Age Discrimination in Northern Ireland – The Law and Good Practice for Employers.
- Harassment and Bullying in the Workplace.
- Equal Pay Review Kit.
- Recruitment Advertising – A Good Practice Guide.
- A Step by Step Guide to Monitoring – Monitoring your workforce and applicants in line with fair employment regulations.
- Employment Equality Monitoring – A Guide.
- Recruitment from those not in employment: A Good Practice Guide for Promoting Equality of Opportunity.
- Section 75 of the Northern Ireland Act 1998 – Guide to the Statutory Duties.
- Promoting Positive Attitudes towards Disabled People and Encouraging the Participation of Disabled People in Public Life: A Guide for Public Authorities.
- Employing Migrant Workers: A Good Practice Guide for Employers.

The list is for information only and all those involved in the recruitment and selection process should be familiar with all provisions of the relevant Codes of Practice.

Copies of these documents, and their updates, can be downloaded from the Equality Commission for NI website at www.equalityni.org



APPENDIX 2

PROCEDURES FOR THE RECRUITMENT AND SELECTION OF CLERK AND CHIEF EXECUTIVE

1. INTRODUCTION

All general provisions of the Code of Procedures on Recruitment and Selection are applicable to Chief Executive posts.

2. ADMINISTRATION

To demonstrate impartiality in the recruitment and selection process, the administration of the recruitment exercise will be carried out by the Local Government Staff Commission.

3. RECRUITMENT

Applications for the post of Clerk and Chief Executive will be sought only from those persons qualified in accordance with the District Councils (Clerks Qualifications) Determination 1997 as detailed in Annex 1 of this guidance note.

4. TRAINING OF PANEL MEMBERS

In accordance with the provision of paragraph 3.6 all panel members must receive training.

5. COMPOSITION OF THE SHORTLISTING PANEL

The Council will consult with the Local Government Staff Commission regarding the composition of the shortlisting panel, which should comprise:

- The Mayor/Chairperson of the Council, or the Chairperson of an appropriate appointment committee of the Council.
- Another 2 Elected Members of the Council, appointed by the Council.
- The Chairperson of the Local Government Staff Commission or his/her nominee.
- An officer of the Local Government Staff Commission Secretariat approved by the Chairperson.

Following nomination, should any panel member be unable to attend a meeting of the shortlisting panel, the Council may designate a substitute.



The shortlisting panel will have the status of the 'Advisory Appointment Panel' referred to in Sections 40(4)(a) and 41(4) & (5) of the Local Government Act (NI) 1972.

6. CHAIRING OF SHORTLISTING PANEL

The shortlisting panel will be chaired by the Chairperson of the Local Government Staff Commission or his/her nominee.

7. SHORTLISTING CRITERIA

The Local Government Staff Commission has responsibility for "establishing...bodies (to be known as 'advisory appointment panels') for the purpose of giving advice to Councils on the suitability of candidates for appointment to the office of clerk", the Commission should be consulted in the agreement of the shortlisting criteria.

8. CONSIDERATION OF APPLICATIONS

The shortlisting panel will consider all applications received and will prepare a shortlist of candidates who meet the criteria. The panel will seek to be unanimous in their choice, but in the event of this not being achieved, the Local Government Staff Commission will make a recommendation accordingly.

9. ASSESSMENT ARRANGEMENTS

Following the initial shortlisting of candidates, an assessment centre should be held for all Chief Executive appointments to provide the shortlisting panel with additional information on the candidates. The panel should agree how the information will be used, normally in a second stage of shortlisting, to determine a final shortlist of candidates to be invited for interview.

10. COMPOSITION OF THE INTERVIEWING PANEL

The Council will consult with the Local Government Staff Commission regarding the composition of the interview panel, which will comprise:

- The Mayor/Chairperson of the Council, or the Chairperson of an appropriate appointment committee of the Council.
- Not less than 4 and not more than 7 Members of the Council, appointed by the Council.
- The Chairperson of the Local Government Staff Commission or his/her nominee.
- An officer of the Local Government Staff Commission Secretariat approved by the Chairperson of the Local Government Staff Commission.
- An independent Professional Assessor approved by the Local Government Staff Commission.



Only the Mayor/Chairperson and the Elected Members of the Council on the interviewing panel will have voting rights.

The Council will delegate full appointment authority to the interview panel to allow it to proceed to make an appointment.

Following nomination, should any panel member be unable to attend the interview panel, the Council may designate a substitute.

11. CHAIRING OF INTERVIEW PANEL

The interview panel will be chaired by the Mayor/Chairperson of the Council or the Chairperson of an appropriate appointment committee of the Council.

12. COMMISSION ROLE AT THE INTERVIEW PANEL

The Chairperson and Officer of the Local Government Staff Commission will undertake the role of Commission Observers at the interview stage.

13. PROFESSIONAL ASSESSOR

The Local Government Staff Commission will consult with the Council to agree the appointment of a Professional Assessor who normally should have experience of the role of Chief Executive in local government. He/she has three key roles at the final selection stage:

- Approving a number of core questions based on the competencies for the job and from which the interviewing panel will select those which will be put to the candidates.
- Assisting the panel members by asking follow-up and supplementary questions to elicit further information from the candidates after each presentation and interview.
- Advising the panel members on the competence of the candidates in relation to the requirements of the job.

14. PRE-INTERVIEW MEETING

Immediately prior to the first interview, the panel members, Professional Assessor, and Local Government Staff Commission Observers should meet to agree the procedures, select the core questions and review the assessment form and other documentation that will be used during the selection process.

In agreeing a method of eliminating candidates and voting on an appointment, it should be noted that the holding of a secret ballot is not permitted.



The Chairperson should also seek assurances from panel members that they have not been canvassed in respect of any candidate.

15. INTERVIEW

The role of Chief Executive involves a considerable amount of public relations work, representing the Council at many different events. To test the candidates' abilities in this important facet of the job at the interview stage, they should be asked to make a formal presentation on a relevant topic. Followed by an interview based around a number of core questions.

The Professional Assessor, Chairperson and panel members should be given the opportunity to ask supplementary questions to clarify or expand on the candidates' answers to the core questions and to facilitate interaction with the candidates.

16. DECISION

All candidates should be informed of the Council's decision as soon as possible after the interviews, although it is recognised that in some cases an appointment may not be confirmed until pre-employment checks have been completed satisfactorily.



ANNEX 1

LOCAL GOVERNMENT ACT (NORTHERN IRELAND) 1972

DISTRICT COUNCILS (CLERKS QUALIFICATIONS) DETERMINATION 1997

SUMMARY PROVISIONS

The Department of the Environment in exercise of the powers conferred by Section 41 (3) of the Local Government Act (Northern Ireland) 1972(a) hereby determines that with effect from 30th July 1997 a person shall not be appointed to the office of Clerk, Deputy Clerk or Assistant Clerk of a Council unless he/she possesses a qualification specified in Appendix 1 hereto, or a qualification equivalent to that qualification obtained in any state.

LIST OF QUALIFICATIONS

A person shall not be appointed unless he/she:

1. Holds a primary or post graduate degree of a university or body which is authorised by or under Royal Charter or statute (or an equivalent university or body outside the United Kingdom) to grant degrees;

or

2. Holds the Diploma in Public Administration or the Diploma in Municipal Administration of such a university or body;

or

3. Is qualified by examination as a member of one or more of the following bodies -

The Institute of Chartered Accountants in Ireland;
The Institute of Chartered Accountants in England and Wales;
The Institute of Chartered Accountants of Scotland;
The Institute of Cost and Management Accountants;
The Chartered Association of Certified Accountants;
The Chartered Institute of Public Finance and Accountancy;
The Chartered Institute of Secretaries and Administrators;

or

4. Has adequate and suitable experience of public administration.



APPENDIX 3

LOCAL GOVERNMENT STAFF COMMISSION'S OBSERVER STRATEGY

THE ROLE OF THE COMMISSION OBSERVER

Commission Observers will attend meetings of shortlisting and interview panels, in accordance with the Commission's Observer Strategy.

Commission members or officers, and other individuals appointed on the Commission's Panel of Observers, attend meetings of selection panels in the role of Observer to ensure that the Code of Procedures is properly implemented, in so far as this is possible, and on the basis of the information relating to the appointment which the Observer is aware of, or which is made available by the Council.

Commission Observers will not be entitled to vote but shall be afforded an opportunity to raise such questions as are deemed consistent with the Code.

CONSIDERATION OF OBSERVER REPORTS BY THE COMMISSION

A checklist has been designed to guide the Commission Observer through the various stages of the recruitment process, highlighting the role of both Commission officers and the Observer.

These checklists form the basis of reports from Commission Observers and are discussed at Commission meetings on a regular basis to ensure consistency with the Code.

The Commission will issue a letter to Councils confirming compliance with the Code.

COMMISSION OBSERVER'S 'APPROVAL' ROLE

The Commission Observer's 'approval' role should be on the basis that:

- The Code of Procedures has been properly implemented, in so far as this is possible, and on the basis of the information relating to the appointment which the Observer is aware of, or which is made available to Council.
- The process used to select the successful candidate was fair and reasonable, and in line with relevant employment legislation.



COMMISSION OBSERVER'S CONCERNS REGARDING THE APPOINTMENT PROCESS

In the event that an Observer is concerned about any aspect of the implementation of the Code, the following procedure should be followed:

- The Observer will raise the issue with the members of the panel directly at the time in an attempt to resolve the matter.
- If the Observer is not satisfied, he/she will raise his/her concern with the Director of the Commission in order to seek further clarification and advice.
- Commission officers will attempt to reach agreement on an appropriate way forward with the panel members at the panel meeting.
- In the event of agreement not being reached, the Council should suspend the appointment process until a Commission recommendation is issued in line with Section 40(1) of the Local Government Act 1972.



APPENDIX 4

THE ROLE OF THE PROFESSIONAL ASSESSOR

The role of the Professional Assessor is to give guidance to interview panels on the professional and technical suitability of applicants. They may also provide information on any point requiring clarification, for example, qualifications and level of experience at the shortlisting stage.

The Council should appoint a Professional Assessor where sufficient expertise in the key functional areas of the post does not exist within the panel. Even if such expertise does exist, it may be advisable to appoint a Professional Assessor for senior posts, where there are a number of internal applicants.

Where possible, the Professional Assessor should assist in:

- Agreeing the person specification.
- Determining the shortlisting criteria before the post is advertised in order to avoid any errors or problems in interpretation at the shortlisting meeting.

The Professional Assessor should participate fully in the recruitment and selection process but does not have voting rights.



APPENDIX 5

SCHEME OF PROFESSIONAL ASSESSORS

This Scheme provides for the appointment of Professional Assessors as detailed in 5.6 – Establishing the Panel.

1. APPOINTMENT OF A PROFESSIONAL ASSESSOR

- 1.1** A Council may wish to appoint a Professional Assessor to a shortlisting and/or interviewing panel which will normally be in circumstances where expertise does not exist with the Council.
- 1.2** Where possible the Professional Assessor should be a serving officer from another Council or be employed within the public service but, where appropriate, a person from outside the service or a retired officer may be used.
- 1.3** No Professional Assessor shall be appointed from a Council from which applicants for the post are to be considered by the panel.
- 1.4** The current/previous postholder should not be involved as a Professional Assessor in the recruitment exercise to select his/her successor.
- 1.5** The Council will advise the Professional Assessor of the time and place of the shortlisting and interview panel meetings and will supply, in advance, the appropriate documents relating to the post in question.

2. LEVEL OF OFFICER AS PROFESSIONAL ASSESSOR

- 2.1** An officer shall be appointed as a Professional Assessor only where he/she occupies a post for which grading and status is equal to, or senior to, the post to be filled.

3. THE PROFESSIONAL ASSESSOR AND THE SHORTLISTING PANEL

- 3.1** The Professional Assessor is a non-voting member of the panel.
- 3.2** The Professional Assessor shall assist the shortlisting panel to agree the criteria before any member has sight of the application forms. The Professional Assessor should give their views and advice on the professional and technical suitability of all the applicants and provide information on any point requiring clarification.



- 3.3** The Professional Assessor is not required to make a written submission to the Council.
- 3.4** The Professional Assessor will regard the proceedings of the shortlisting panel as confidential.

4. THE PROFESSIONAL ASSESSOR AND THE INTERVIEW PANEL

- 4.1** Paragraphs 3.1, 3.2, 3.3 and 3.4 will all similarly apply in procedures relating to interview panels.
- 4.2** The Professional Assessor should be asked to devise a number of questions based on the job description and person specification and suggested evidence required in the answers.
- 4.3** The Professional Assessor may be asked to put questions to all candidates after the Chairperson's introduction. The Professional Assessor may also be asked to put any supplementary questions to the candidates to clarify or expand on their answers to core questions.
- 4.4** Where a presentation exercise is used as part of the selection procedure the Professional Assessor may be asked to advise the panel on the professional and technical merit of each presentation.

5. EXPENSES OF THE PROFESSIONAL ASSESSOR

- 5.1** The Professional Assessor will be paid travelling expenses and subsistence expenses by the Council making the appointment. In the case of a Professional Assessor who is an officer of a Council, such expenses shall be met by the Council which employs him/her.
- 5.2** For Professional Assessors who are local government employees, the expenses paid will be on the same basis as those rates currently in operation for officers of the Council.
- 5.3** For Professional Assessors employed outside the local government service, fees and expenses shall be agreed and paid by the Council appointing the Professional Assessor.

6. GUIDANCE NOTES FOR PROFESSIONAL ASSESSORS

- 6.1** Persons appointed to act as a Professional Assessor will be provided with the Commission document "Guidance Notes for Professional Assessors Attending Selection Panels in Councils and the Northern Ireland Housing Executive" (See Appendix 6). The Council should provide the Professional Assessor with a copy of this document in advance of the shortlisting/interview panel.



APPENDIX 6

GUIDANCE NOTES FOR PROFESSIONAL ASSESSORS ATTENDING SELECTION PANELS IN COUNCILS AND THE NORTHERN IRELAND HOUSING EXECUTIVE

1. PURPOSE

Your purpose as a Professional Assessor is to give advice to the Council/NIHE on the professional and technical suitability of applicants for appointment.

2. GENERAL INFORMATION

As a Professional Assessor you should occupy a post for which the grading and/or status is equal to, or senior to, the post to be filled.

The current or previous postholder should not be involved as a Professional Assessor in the recruitment exercise to select his/her successor.

3. APPOINTMENT PANEL

You may be asked by a Council, the NIHE or the Commission to act as a Professional Assessor to a panel.

The Council/NIHE will advise you of the time and place of the shortlisting and interview panel meetings and will supply you, in advance, with the appropriate documents relating to the post in question.

The Council/NIHE making the appointment will ensure that:

- (a) You have not been named as a referee for any candidate(s) applying to the advertisement or trawl notice for the post in question.
- (b) You are not participating in a selection procedure involving any candidate(s) employed by your employer.



4. THE SHORTLISTING PANEL

Before the panel meets, you should familiarise yourself with the documentation, in particular, the job description and person specification. You may also wish to discuss the post with the Head of Department in the Council/NiHE where the vacancy has occurred.

At the panel meeting you should give your views and advice on the professional and technical suitability of all applicants and provide information on any point requiring clarification, for example, qualifications and level of experience.

You may participate fully in any discussions, but you do not have voting rights.

You are not required to make a written submission to the Council/NiHE.

You should not discuss the applicants outside of the proceedings. All information on candidate(s) should be held by you as confidential.

5. THE SELECTION PANEL

You may be asked to devise a number of interview questions based on the job description and person specification. The key areas to be addressed in the questions should be agreed with the shortlisting panel. You should also prepare evidence required in the answers to the questions. If the Council/NiHE wishes to devise the questions themselves, they should be agreed by you in advance of the interview(s).

You may be asked to put the questions to the candidate(s) after the Chairperson's introduction. You may also be asked to put any supplementary questions to the candidate(s) to clarify or expand on their answers to the core questions and to facilitate interaction between the panel and the candidate(s).

The candidate(s) may also be required to make a short presentation to the panel and you may be asked to suggest a topic for the presentation. Where a presentation exercise is used as part of the selection procedure you may be asked to advise the panel on the professional and technical merit of each presentation.

As with the shortlisting process, you may participate fully in any discussions, but you do not have voting rights.

You should take notes on the candidates' answers to the questions and on their suitability for the post in relation to the selection criteria.

When the last candidate has withdrawn, the Chairperson will invite you to comment on the professional and technical competence of each candidate and to supply information on any point requiring clarification by panel members.



Your comments should be restricted to the professional and technical competence of each candidate and care must be taken not to lead the panel members. Although you may wish to 'mark' candidates in relation to the criteria for your own purposes, you should not give panel members a suggested mark for each candidate.

You should not discuss the applicants outside of the proceedings. All information on candidate(s) should be held by you as confidential.

The sex, marital status, pregnancy, disability, racial group, age, dependents, religious beliefs or political opinion of the applicants should not be taken into consideration unless specifically mentioned in the advertisement and permitted by law.

6. FEEDBACK TO CANDIDATES

Following the interviews, you may be asked to give feedback to candidates on their performance at interview on behalf of the panel.

Once feedback has been given, notes should be handed to the human resources officer for retention and are discoverable in the event of a complaint to a Tribunal or other appropriate investigation body.

7. EXPENSES

You will be paid travelling expenses and subsistence expenses by the Council/NIHE making the appointment but, if you are an officer of a Council/NIHE, such expenses will be met by the Council/NIHE which employs you.

The expenses paid will be on the same basis as those rates currently in operation for officers of Council/s/NIHE.

If you are employed outside the local government service, fees and expenses shall be agreed and paid by the Council/NIHE requiring the assistance of a Professional Assessor.

8. FURTHER INFORMATION

If you require further information on, or assistance with your role as Professional Assessor, do not hesitate to contact the Local Government Staff Commission on (028) 9031 3200 or email:

info@lgsc.org.uk





**THE LOCAL GOVERNMENT
STAFF COMMISSION
FOR NORTHERN IRELAND**

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