



MERSEYSIDE WASTE DISPOSAL AUTHORITY

## RECRUITMENT, SELECTION AND RETENTION POLICY

The Authority has always employed highly qualified and competent staff, but to continue to perform its duties properly, with the right people, it needs to make recruitment more professional and more efficient.

This policy aims to ensure that modern and standardised principles are applied throughout the recruitment procedure. The European Recruitment Office have agreed that those principles underlying a recruitment policy should be :

- ❖ To monitor best practice and developments in recruitment techniques;
- ❖ To standardise selection procedures and make them more professional;
- ❖ To ensure equal treatment of all candidates;
- ❖ To make procedures more transparent for candidates;
- ❖ To speed up the recruitment procedure.

Applying these principles will also help the Authority to improve the identification and implementation of its resource needs.

### 1. Job Descriptions

The Authority will ensure that job descriptions (JD) help to improve visibility and recognition of the staff's competence, and that they also contribute to the effectiveness of several important human resource management procedures.

- ♦ Job descriptions provide information on the job profile, job environment and job requirements and allow potential candidates to judge to what extent they may be suitable for a vacant job. They also provide applicants with a clearer

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picture of what the job contains and what qualifications are required for this given job.

- ◆ They contribute to staff development meetings, since they provide both a basis for identifying the strengths and skills-gap, and for suggesting appropriate training and career guidance which may be necessary to make the staff development meetings more objective.
- ◆ The jobholder will be able to better define a personal career development plan.

Thus, job descriptions give jobholders a clear indication of their responsibilities, and as such must be kept up to date and reflect accurately the duties of the post.

## **2. Personal Specifications**

The Authority will ensure that Personal Specification (PS) provide further information on the Knowledge, Skills and Attributes needed, for potential candidates which allows them to judge to what extent they may be suitable for a vacant job.

They also provide applicants with a clearer picture of the both the essential and desirable qualifications which are require to ensure they qualify for interview selection.

Personal Specifications contain two elements, one of which is the Essential Knowledge, Skills and Attributes a candidate must have to ensure qualification for interview selection and, the Desirable Knowledge Skill and Attributes which would be advantageous in order to gain interview selection.

Both the Job Description and Personal Specification will be drawn up by The Section Managers in conjunction with the Assistant Corporate Services Manager. For Section Manager Positions the Chief Executive will draw up both the JD and PS. In the case of the Chief Executive the JD and PS will be drawn up by the Clerk to the Authority in conjunction with the Chairman and Deputy Chairman of the Authority.

A Job Description encompasses, job profile, and job environment and will include :

- definition of the functions and duties to be carried out : **The Job Profile**
- relevant factors and circumstances that influence the immediate working conditions of the jobholder : **The Job Environment**

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A Personal Specification will encompass the job requirements which will include :

- the education and training, knowledge, experience and skills considered either essential or desirable to fulfil the job : **The Job Requirements.**

### **3. Advertising of Posts**

The Authority will ensure that all post currently graded below third tier level shall be advertised internally prior to any public advertisement, unless the agreement of the appropriate trade union has been obtained to the contrary.

When placing an advertisement for a post, the Authority will insure that it is clear that applications are invited from all members of the community, irrespective of sex, race and disability, and shall draw notice to the Authority's Equal Opportunities Policy.

In its recruitment and selection, the Authority will not refer to or consider educational qualifications that are not directly relevant to the knowledge and skills required for each post.

### **4. Applications**

Application forms must be completed by all candidates and submitted on or before the closing date of the post. When sifting through application forms, the Authority will consider each application on its merit. The applicant's sex, race, age religion disability or ethnic origin will not be a factor. The form titled Personal Details will be retained by the Assistant Corporate Services Manager for all applications.

In the case of an applicant who has a disability, the Authority has a responsibility to consider whether or not "reasonable adjustments" can be made in the way the job is carried out and whether adjustments can be made to the workplace or equipment.

Application forms will be assessed to ensure they match the criteria of the personal specification, this will be recorded on the Assessment Form. Those applicants who best meet the specified criteria will be invited for interview.

### **5. Interview Procedure**

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The Authority will ensure that its recruitment, selection and promotion procedures are fair in selecting the best people for the job and do not involve any element or suggestion of discrimination on the basis of any of the stated grounds contained in The Equality Act 2010.

Clear interview procedures and a clear idea of skills and attributes that are required of the employee will minimise the risk that the job applicant can allege that his/her application has been unsuccessful because there has been unlawful discrimination.

The Authority will ensure that those involved in the recruitment process are aware firstly of the need to recruit having regard to the current laws on discrimination, and further that they are consistent in the manner in which they select employees for employment.

Specific and objective criteria for the position will be agreed before the interview and questions asked will be designed to establish whether the candidate meets those criteria. If possible all candidates will be asked the same or similar questions. The interview process should also be transparent, so detailed notes of the interview should be taken. This will be done on the Questions Form either during or after each interview.

All written documentation will be filed on the appropriate file after the interview process is completed.

## **6. Appointment and Promotion**

Appointment to post will be subject to receipt of at least two written references, which can be taken either prior to or after the initial interview stage. References will only be taken before the interview with the consent of the potential candidate.

A medical with the Authority's Occupational Health Unit will be arranged for the new post holder once the offer of employment has been made.

Under Health and Safety legislation there is a general obligation for employers to ensure so far as is reasonably practicable the health, safety and welfare of all members of staff. The purpose of this assessment is to;

- Marry up any potential hazards of the particular job with any particular health needs of an individual. The Occupational Health Service will provide the manager with any recommendations with regards to any adjustments that may be required by an individual in order to assist them to fulfil their role.

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- Determine if any health tests are required upon commencement of employment as part of our periodic health monitoring (health surveillance) to protect employees in their work.
- Determine if any health tests are required upon employment as part of a specific requirement for a job role

Appointment and Promotion within the Authority will be subject to Section 1 of the Local Conditions of Service.

## **7. Training and Development**

### **Induction**

If an employee's induction into the organization is unsatisfactory it can lead to :

- Poor performance and low job satisfaction
- Absenteeism, high labour turnover and resignations or dismissals
- Tribunal cases if employees complain of unfair dismissal because of inadequate training
- High demands on managers
- Accidents leading to injuries and/or prosecution
- Mistakes which are costly to the organization

Induction Training should be the first stage of a training programme which can:

- ✓ Help employees become effective quickly
- ✓ Improve motivation and performance
- ✓ Extend the range of skills of employees, enabling them to be more adaptable
- ✓ Allow managers to delegate, freeing time for key management activities

All staff should be aware that first impressions count. Managers will plan for the arrival of new employees and make them feel welcome

Appropriate time will be allowed to ensure new staff are given a thorough and comprehensive induction to the organisation by either their Manager, Assistant Manager or the Assistant Corporate Services Manager. New employees will be given information about the Authority and their new job including:

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- ❖ A detailed discussion about the job and how it fits into the rest of the organisation
- ❖ An introduction to other employees
- ❖ Details of terms and conditions and how and when salary will be paid
- ❖ Clocking in and out procedure and flexitime arrangements
- ❖ Explanation of all current Authority Procedures ( Booklet)
- ❖ Who is their immediate line manager
- ❖ Where to find facilities such as kitchen and toilets
- ❖ Who is the First Aider at Work

Induction training should not be brief, if necessary the induction can take place over a number of days to ensure the information given is detailed, accurate and understood by the new employee.

## **Staff Development**

### **Policy**

The Authority believes that if employees have a clear understanding of how their work fits into its overall strategy and objectives and if they are given the chance to realise their full potential at work they will be motivated to provide service of the highest quality.

It is the policy of the Authority to promote this through its Staff Development Scheme.

### **Aims**

- To provide a planned structure for managing training and development, which clearly relates the objectives of the Authority and its Sections to individual training and development plans
- To enable employees to achieve a high standard of performance in the work which is necessary to enable the Authority to meet its objectives
- To give employees a clear sense of involvement in the Authority's plans for the future
- To encourage managers to see employee development as a key responsibility
- To enable employees to achieve their full potential at work
- To promote effective communication between managers and employees.

The staff development scheme is open to all employees of the Authority, and the policy document is available from the Assistant Corporate Services Manager.

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## **Education and Training**

“Training and development” covers any activity which develops skills, knowledge, attitude or behaviour. The Authority will ensure that training and development plans are formulated for each employee in line with the outcomes of their staff development interviews and/or six monthly reviews.

Examples of training and development might include: in-house or external training courses; on-the-job training; shadowing a post; visiting a centre of excellence; reading around a subject; joining a working party or special project group; gaining experience in other functions; coaching other people; etc.

Training and development will normally derive from individual employees staff development meetings and will be subjected to the conditions outlined within Section 2 of the Authority’s Local Conditions of Service.

## **8. Retention**

The continuous demand by government and service users for improved service provision places a strong emphasis on the Authority to ensure it not only recruits but also retains highly competent and professional staff. Looking at why staff join and leave the Authority helps to identify any problems regarding staffing issues the organisation may face either in the long or medium term and tells us what we must get right to recruit, retain and motivate staff.

A number of initiatives have been adopted by the Authority which will develop management information systems to monitor turnover, exit survey outcomes, absence rates, diversity and job satisfaction, to ensure strategic goals are set and monitored, and organisational performance is continuously reviewed, they initiatives will include:

- ✓ Authority Service Plan
- ✓ Individual Section Plans
- ✓ Staff Development Scheme
- ✓ Sickness Absence Policy
- ✓ Annual staff satisfaction surveys
- ✓ Staff exit surveys
- ✓ Flexible Working
- ✓ Job Sharing Scheme

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The overall aim for the Authority is to improve recruitment, encourage employees to stay and to make the most of the skills and capacity of all existing staff.

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