

APPENDIX C

Selection process

Following the announcement of a new structure on 4 January 2010, a selection process will commence for the new shared management posts. This will be applicable for all staff who are "at risk."

It is intended that although all jobs will be advertised at the same time, the Deputy Chief Executives and Director team will be assessed, shortlisted and interviewed prior to Service Managers.

Selection decisions will be made on the basis of the following criteria:

- Competencies
- Skills
- Qualifications
- Experience
- Job Knowledge

All selection criteria will be applied in a reasonable, fair and objective manner.

Appointment process

The appointment process for all affected employees will be as follows:

a) Advertisements

Each person affected will be notified individually of the structure and the posts available during the appointment process. Adverts for the posts will then be placed on the intranet sites of both Councils along with application forms, job descriptions and person specifications (to be downloaded). In the first instance applications will be permissible only from individuals whose posts are within the scope of this phase of the Shared Management Project.

b) Applications

A jointly agreed application form will enable the individual to identify job preferences from the available posts, and to state how they meet the Job Description and Person Specification including the new shared management competencies.

c) Initial Assessment

Each employee will then undertake an initial independent assessment which will be undertaken by our advisors from attenti. This will comprise of an in tray exercise and a competency based interview.

The in tray will comprise of six scenarios or tasks which would test the application of the competencies. Candidates would have one hour to complete the exercise. This should enable them to produce full responses and to outline their approach in depth. The scenarios would be generic rather than post specific.

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The interviews will be led by Nev Wilkinson and Melissa Baxter, both Directors of attenti and very experienced in competency based interviews.

The interview will last around an hour with candidates being asked to do a five minute briefing at the beginning. This will test their presentation skills in presenting to a wider audience.

The interviewers will then explore the candidates understanding of the competencies, as well as seeking examples to demonstrate how they ensure high performance, delivery, meeting customer expectations and work effectively with others.

A report will then be produced for each candidate with a recommendation from the exercises and interview, outlining the strengths of the candidates and how well they understand and are able to deliver the competencies and behaviours required in the future. The reports will be made available to candidates after the process is completed. This ensures transparency and also will supplement the development plan for candidates.

d) Shortlisting

Shortlisting will be carried out by the joint Member Panel for the Director posts and the Chief Executive and Director team (once selection process has been completed) for the AD and manager posts. At the shortlisting meeting the panel will consider the reports from the assessment exercise and interview and decide which candidates will go forward to a final interview. This decision will be based on how well an individual matches the competencies and behaviours required in the person specification.

e) Final Interviews

The applicants for the Director roles will be interviewed by the project board. The newly appointed Directors will then form the panels for the remaining posts along with an independent advisor from attenti.

Training

Training will be provided to all interview panel members to ensure that a consistent and fair selection process is conducted.

Training on the new competencies will also be provided to all employees within scope prior to the assessment exercise and interview.

Where affected employees are concerned about preparing for the selection process, training and support can be requested from HR via Julia Thaxton, HR 01362 656896 julia.thaxton@breckland.gov.uk or from attenti, Melissa Baxter 0207 422 0625 melissa.baxter@attenti.co.uk or Nev Wilkinson 0207 422 0621 nev.wilkinson@attenti.co.uk .

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Staff Support

Each member of staff affected by the new structure will have access to arrange of support services, likely to include:

- Telephone and face to face counselling
- Telephone legal advice
- Health and Wellbeing advice/support
- Information on relevant topics, e.g. Coping with Redundancy

Outplacement Support

The Human Resources team is able to offer advice and/or training on the following:

- Searching for suitable vacancies
- Preparing a CV
- Completion of a job application form
- Interview techniques
- Benefit entitlement