

## MANAGER'S RECRUITMENT GUIDANCE

### STAGE 4 – POST SELECTION

This toolkit has been designed to provide hiring managers with an overview of the tools and resources available that will assist them in carrying out a recruitment exercise.

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## KEY ROLES AND DEFINITIONS

<b>Hiring Manager</b>	<p>The Hiring Manager is the person responsible for creating the Staff Requisition and completing the recruitment activities to fill the vacancy.</p> <p>For EA Corporate recruitment, it is anticipated that the Hiring Manager will be the Line Manager or Service Manager.</p> <p>For Schools, it is recognised that the duties of the Hiring Manager cut across those of the Chair of the Board of Governors (as Chair of the selection panel), and of the Principal (as Secretary to the selection panel).</p>
<b>HR Recruiter</b>	<p>On receipt of the Staff Requisition, the Hiring Manager will be assigned a HR Recruiter to oversee their recruitment exercise, and to advise and guide the Hiring Manager through the recruitment and selection process.</p>
<b>Chairperson</b>	<p>It is anticipated that in most cases the Hiring Manager will fulfil the role of Chair of the selection panel. For Schools, the Chair of the Board of Governors would act as Chair of the selection panel.</p>

### 1. FEEDBACK ETHOS

The EA's/school's Values/ethos, guide all aspects of our work and this includes how we interact with people who have shown an interest in working with. Therefore providing feedback is an important part of the recruitment and selection process. It brings an opportunity to portray the EA or the school as an employer of choice and to reflect our Values or ethos, e.g., by demonstrating openness and treating people with respect.

Hiring Managers may provide feedback orally or in writing, dependent on circumstances, such as time available to respond, volume of feedback requests received, and the communication preferences of the Hiring Manager and/or the candidate.

Feedback should normally be provided by the Hiring Manager, however, where this is not possible or would cause undue delay, another member of the selection panel may be nominated to provide feedback in line with this guidance.

In most circumstances feedback will only be available within a 3 month timeframe from the date of shortlisting or interview.

The purpose of providing feedback is for development purposes. Therefore feedback given should be clear and constructive. Information regarding other candidates' results/performance must be kept strictly confidential. Feedback is not about providing a comparison with other candidates, but rather providing information on a candidate's own performance against the assessment criteria.

## 2. CANDIDATE-SPECIFIC FEEDBACK

To respond to a feedback request on why a candidate was unsuccessful at interview, the Hiring Manager should refer to:

- The Interview Summary Score Sheet, which they completed at the end of the interview process (and which was uploaded to the Staff Requisition). This document records the candidate's final ranked position on the merit list.
- Panel members' completed Interview Question and Recording Forms. Each panel member should have completed main points of feedback for each candidate on the final page of this document.

These documents will provide summary information that can be used by the Hiring Manager to provide individual candidates with feedback. The Interview Feedback Template can be used to provide feedback in a written format. Hiring Managers are encouraged to respond to requests electronically, wherever possible.

This document is available to download from the recruitment information webpage.

Remember that the purpose of giving feedback is for development purposes, and so it will be helpful to provide information on what went well and where the candidate could have improved.

Feedback should be:

- Related to the selection criteria,
- Objective and evidence-based,
- Factual,
- Succinct and clear, and
- Balanced.

If the Hiring manager provides feedback orally, he/she should make a note on the Candidate Record for the particular vacancy on the e-recruitment system, including any specific issues raised by the candidate. The written response to feedback should be retained by the manager.

## 3. GENERIC THEMED SUMMARY FEEDBACK

In the event that a large number of candidates have been interviewed, it may be more efficient to develop generic themed summary feedback that can be provided to all candidates who request feedback.

The Hiring Manager may review panel members' interview comments, as described above, to complete Themed Candidate Feedback Template which is available to download from the recruitment information webpage.

#### 4. REQUESTS FOR ACCESS TO RECRUITMENT DOCUMENTATION

Where a candidate requests any personal data that the EA holds on them (e.g. interview notes made by the selection panel) or any other information held by the EA relating to the recruitment process (other than routine requests for information which would normally be dealt with in the course of routine business), the Hiring Manager (or such other staff member to whom the request is made) should contact the EA's Information Governance Team so that they can provide guidance and assistance on how to respond to such request in accordance with the EA's procedures and its statutory obligations.

#### REQUESTS FOR INFORMATION UNDER THE DATA PROTECTION ACT (DPA) 2018

The DPA gives individuals the right of access to any of their personal data that the EA holds and further information as to how that data is used. This is commonly known as a Subject Access Request (SAR). A SAR can be made verbally or in writing. When someone makes a SAR, the EA has a statutory obligation to respond to such request within one month of receipt.

Any request made by an individual for their own personal data should be dealt with as a SAR under the DPA.

If the Hiring Manager (or other staff member) receives a verbal request from someone for their own personal data, they should make a written log of such verbal request and check with the requester that they have understood their request.

If the Hiring Manager (or any other staff member) receives a written or verbal request from a candidate for their own personal data, the Hiring Manager (or other staff member) should contact the EA's Information Governance Team so that they can provide guidance and assistance on how to respond to such request in accordance with the EA's procedures and its statutory obligations.

#### REQUESTS FOR INFORMATION UNDER THE FREEDOM OF INFORMATION ACT (FOIA) 2000

The FOIA also gives individuals the right to request any recorded information held by the EA. To be classed as a FOI request, the request must be made in writing (this includes by electronic means such as e-mail), state the applicant's name and include an address for correspondence (this can be an e-mail address), and describe the information being requested to enable the EA to clearly identify the information required. Where the information being requested is not clear, the EA must seek clarification from the applicant. It is also important to note that the FOIA only covers requests for recorded information and does not cover instances where explanations, opinions, comment, interpretations or unrecorded discussions are requested. The EA must respond to FOI requests within twenty working days of receipt.

If the Hiring Manager (or any other staff member) receives a written request for information from a candidate (other than routine requests for information which would normally be dealt with in the course of routine business), the Hiring Manager (or other staff member) should contact the EA's Information Governance Team as a matter of urgency so that they can provide guidance and assistance on how to respond to such request in accordance with the EA's procedures and its statutory obligations.

## 5. COMPLAINTS

It is recognised that from time to time individual job applicants may feel there is a need to raise a complaint about some aspect of the recruitment and selection process.

Where a complaint has been received in relation to a recruitment exercise, the Hiring Manager should in the first instance refer to the appropriate Comments and Complaints Handling Procedure (EA or School) to ascertain whether the nature of the complaint falls within the scope of that Procedure.

The EA defines a complaint as any expression of dissatisfaction by one or more members of the public about our action or lack of action, or about the standard of service provided by or on behalf of EA. A complaint may relate to:

- failure to provide a service;
- inadequate standard of service;
- treatment by or attitude of a member of staff;
- disagreement with a decision where no other remedial procedure exists (for example an appeal) to resolve the matter; and/or
- EA's failure to follow the appropriate administrative process or policy.

This list is not exhaustive.

The EA's complaints handling procedure is not appropriate for complaints concerning disputes with schools which fall under an individual school's complaints procedure. Therefore, for complaints received concerning disputes with schools about a recruitment exercise, the Hiring Manager should in the first instance direct the complainant to use the School's separate complaints procedure.

If appropriate, the Hiring Manager may seek advice from the HR Recruiter on how best to handle the complaint received.

All complaints received which fall within the scope of the EA's Complaints Handling Procedure should be logged with the EA's Complaints Team to ensure that the complaint is dealt with in line with guidance from NIPSO and to facilitate business improvement resulting from the effective logging and management of complaints.

## 6. RECORDS MANAGEMENT

Any record or information relating to a recruitment exercise which is processed by or on behalf of the EA (or shared by the EA with a School as joint data controller) must be managed in accordance with the EA's Combined Legacy Retention and Disposal Schedules (available on request from the EA's Information Governance Team).