

MANAGEMENT SELECTION CRITERIA

The Council's Redundancy Policy states that where jobs in a new structure are significantly different to the jobs in the old structure, such that it cannot be assumed that all existing staff will have the necessary knowledge, skills and experience to do the new jobs, there will have to be a selection process. Selection may be done through a recruitment process (such as interviews), through management selection (based on an assessment of past performance), or a combination of both.

The following guidelines and selection grid should be used for the management selection process, in conjunction with the Council's Redundancy Policy (section 7.0 onwards).

Selection criteria must be discussed in advance with HR and UNISON to ensure it is objective, fair and consistent. Criteria must also be declared openly with employees during formal consultation. NB. Even though the criteria may satisfy the test of objectivity, the selection will still be unfair if they are carelessly or mistakenly applied.

Guidelines for assessment

To aid the objectivity of assessing each employee against the selection criteria a points matrix system which weights the factors considered to be important to the current and future needs of the Service and Council will be drawn up. The aim being to maintain the skills needed to support service delivery and organisational priorities and ensure a competent and balanced workforce. The selection matrix can be used in conjunction with a recruitment process as referred to in section 8.7 of the Redundancy Policy.

The assessment process will, where possible, be carried out independently by two managers who know all employees in the selection pool. The marks from the two assessors should then be added together to give a total score for each employee. The assessment will be in writing and, where possible, should be supported with documented and verifiable evidence and not depend solely upon the opinion of the assessors. i.e. Performance Development Review, attendance record, disciplinary record etc. Detailed notes must be kept at all stages of the assessment process.

The assessments will be referred to a Head of Service/Director and HR Officer who will review/audit them in relation to the Service, Directorate and Council as a whole. This will provide a means of ensuring accuracy and consistency of the assessments and non-discriminatory selection procedure. The managers involved will need to be able to justify their decisions and scores.

The assessment will normally be made under all, or a combination of, the factors listed below. A points matrix system which weights the factors according to their importance to the Council's business interests should be drawn up. For example, for a post which primarily involves customer contact, the "client/customer focus" criteria may be weighted x2 or x3 (i.e. twice/three times as importance as the other criteria).

Each individual employee should be rated within the range of scores for each factor according to;

Below acceptable	(0 Points)
Minimum acceptable	(3 Points)
Fully meets required standards	(7 Points)
Exceeds required standards	(10 Points)

The scores for each factor will be totaled and the employee(s) with the highest score(s) will be appointed to the post(s). Those with the lowest score(s) or those who do not meet the minimum criteria will be given notice of redundancy.

The actual selection criteria, weightings and score ranges will be subjected to consultation with UNISON and decided in advance on each occasion.

Factors / criteria for selection (not an exhaustive list)

Knowledge/Skills/Qualifications/Competencies

- These will differ for each service but will always include communication and customer relations
- Other factors might include whether or not the employee:
 - Has specialist knowledge or requirements for the role.
 - Demonstrates commitment to continued professional development.
 - Has professional and/or occupational qualifications (provided they are relevant to the type of work or the future needs of the business).
 - Delivers key competencies for the role i.e. team working, problem solving, staff management, communication, IT literacy.

Work Experience/Training

- Relevant training to the role.
- Breadth and depth of relevant experience.

Work Performance

- Has the experience, skill and ability to achieve and maintain high standards of performance in the job and achieve agreed objectives and targets.
- Is productive and is able to achieve good quality and accurate work.
- Aptitude for work, i.e. has a positive attitude about the service and continually strives to improve it, has effective relationships with colleagues, recognises the need for flexibility and is willing to adapt to change and

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versatility (in terms of ability/willingness to perform different functions/duties).

Attendance Record

- Has a good record of attendance over the past 2 years, has good time keeping and is generally reliable.
- Has no unauthorised absences.
- Disability and pregnancy related absences should always be discounted.
- Before selecting on the basis of attendance it is important to know the reasons for and the extent of any absences.

Disciplinary Record

- Has no active disciplinary record.



MANAGEMENT SELECTION GRID – INDIVIDUAL ANALYSIS RECORD

The selection criteria that are being assessed should be inserted into the relevant criteria box once it has been agreed. All evidence to support rationale statements should be attached to this form.

Name: _____	Below acceptable	(0)
Post Title: _____	Minimum acceptable	(3)
Team: _____	Fully meets required standards	(7)
Assessed by: _____	Exceeds required standards	(10)

CRITERIA	POINTS	WEIGHT	SCORE	RATIONALE
<u>Knowledge/Skills/Qualifications/Competencies</u> •		X X X X X X		
• <u>Work Experience/Training</u>		X X X X X X		



CRITERIA	POINTS	WEIGHT	SCORE	RATIONALE
<u>Work Performance</u> <ul style="list-style-type: none"> • 		X X X X X X		
<u>Attendance Record</u> <ul style="list-style-type: none"> • Has a good record of attendance over the past 2 years, has good time keeping and is generally reliable. • Has no unauthorised absences 		X2 X2		No sickness absence/good timekeeping = 10 Sickness absence below trigger level/good timekeeping = 7 EHC Absence management trigger points reached = 3 trigger points: <ul style="list-style-type: none"> • 10 days sickness absence in a rolling year; or • 3 separate periods of sickness in a 6 month period; or • A pattern of absence which gives cause for concern • Long term sick – 28 days Triggers reached and no improvement



CRITERIA	POINTS	WEIGHT	SCORE	RATIONALE
				made in accordance with policy = 0 Absence for maternity, disability, operations or rare occurrences (eg broken bones) will not be taken into consideration.
<u>Disciplinary Record</u> <ul style="list-style-type: none">Has no active disciplinary record.		X1		No record = 7 Written Warning, Final Written Warning = 0
TOTAL SCORE				
Signed: _____ Date: _____				

