

Scrutiny Task and Finish Panel Agenda



Senior Recruitment Task and Finish Scrutiny Panel Thursday, 4th April, 2013

You are invited to attend the next meeting of **Senior Recruitment Task and Finish Scrutiny Panel**, which will be held at:

**Committee Room 1, Civic Offices, High Street, Epping
on Thursday, 4th April, 2013
at 7.00 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer**

Simon Hill Ext 4249
Email: democraticservices@eppingforestdc.gov.uk

Members:

Councillors K Angold-Stephens, R Bassett, Mrs A Grigg, D Stallan and J M Whitehouse

THE DEADLINE FOR THE SUBMISSION OF SUBSTITUTES TO THIS MEETING IS
18:00 HOURS

-
- 1. APOLOGIES FOR ABSENCE**
 - 2. DECLARATIONS OF INTEREST**

(Head of Research and Democratic Services). To declare interests in any items on the agenda.

In considering whether to declare a personal or a prejudicial interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a personal and prejudicial interest in any matter before an OS Committee which relates to a decision of or action by another Committee or Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 11 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

3. TERMS OF REFERENCE

To note the Terms of Reference for the Panel as follows:

1. To consider and formulate a written procedure for reporting complex and sensitive senior officer employment contracts to members;
2. To consider the scope and agree positions to which these arrangements should apply (eg. Chief Executive; Deputy Chief Executive; Directors; Assistant to the Chief Executive and other statutory officers);
3. To formulate a procedure on how the Council seek advice on the form of contract and other contractual considerations arising from senior staff appointments taking account of lessons learnt from previous cases;
4. To bring any other recruitment issues arising from the review to the attention of the Committee for the Appointment of the Chief Executive;
5. To report to the Overview and Scrutiny Committee with recommended procedures by 6 March 2012."

The Panel noted their Terms of Reference.

4. NOTES OF THE LAST MEETING (Pages 5 - 18)

To agree the notes of the meeting held on 12 January 2012 (attached) as a correct record.

5. SENIOR MANAGEMENT RECRUITMENT - REVIEW (Pages 19 - 32)

To consider the attached report.

6. EXCLUSION OF PUBLIC AND PRESS

Exclusion: To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

Confidential Items Commencement: Paragraph 9 of the Council Procedure Rules

contained in the Constitution require:

- (1) All business of the Council requiring to be transacted in the presence of the press and public to be completed by 10.00 p.m. at the latest.
- (2) At the time appointed under (1) above, the Chairman shall permit the completion of debate on any item still under consideration, and at his or her discretion, any other remaining business whereupon the Council shall proceed to exclude the public and press.
- (3) Any public business remaining to be dealt with shall be deferred until after the completion of the private part of the meeting, including items submitted for report rather than decision.

Background Papers: Paragraph 8 of the Access to Information Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information (as defined in Rule 10) and in respect of executive reports, the advice of any political advisor.

Inspection of background papers may be arranged by contacting the officer responsible for the item.

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**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF SENIOR RECRUITMENT TASK AND FINISH SCRUTINY
PANEL
HELD ON THURSDAY, 12 JANUARY 2012
IN COMMITTEE ROOM 2, CIVIC OFFICES, HIGH STREET, EPPING
AT 6.00 - 7.00 PM**

Members Present:	K Angold-Stephens, R Bassett Mrs A Grigg, D Stallan and J M Whitehouse
Other members present:	Councillors C Whitbread and D Collins
Apologies for Absence:	-
Officers Present	C O'Boyle (Director of Corporate Support Services), P Maginnis (Assistant Director Corporate Support Services), S Hill (Senior Democratic Services Officer)

11. ALTERNATE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

No alternative members were present.

12. DECLARATIONS OF INTEREST

(1) Councillors D Collins and A Grigg declared personal interests by virtue of being party to meetings with the former Chief Executive. The members stated that they proposed to remain in the meeting for the duration of the debate.

(2) Councillor Angold-Stephens a personal interest by virtue of being on the Panel that had appointed the current Acting Chief Executive. The member stated that he proposed to remain in the meeting for the duration of the debate.

13. NOTES OF THE LAST MEETING

The notes of the last meeting held on 15 December 2011 were agreed as a correct record.

14. TERMS OF REFERENCE

The Panel noted their Terms of Reference.

15. DRAFT FINAL REPORT

The Panel considered the final draft of the report that would be submitted to Overview and Scrutiny at it next meeting. Amendments were made to the report as attached at the appendix to these notes.

Specifically the Panel asked that after the conclusion of the current exercise, the Officer Employment Procedure Rules be redrafted to:

- (i) incorporate the applicability of section 4 to the Statutory Officer positions; and.

(ii) include more detail of the objection to appointment process set out in the constitution; and

(iii) consider its ongoing appropriateness;

It was further suggested by the Panel that the Constitution and Members Services Scrutiny Panel undertake this task and that this request form part of the report to the main Committee.

The Panel also asked that the Committee for the Appointment of a Chief Executive be asked to consider the following issues specific to the post of the Chief Executive:

(i) clear and measurable performance management and supervision arrangements;

(ii) ensuring those undertaking performance management and supervision to have undertaken appropriate training and have access to advice; and authority from Council to undertake this role.

(iii) whether there should be any process put in place for dealing with employment issues short of formal dispute.

The Panel were also of the view that the new arrangements should be reviewed after one year of operation and thereafter annually.

Agreed:

That the report, as amended, be referred the Overview and Scrutiny Committee for approval.

16. FUTURE MEETINGS

It was agreed that no further meeting was required as this time.



Epping Forest District Council



SCRUTINY

REPORT OF THE SENIOR RECRUITMENT TASK AND FINISH PANEL

JANUARY 2012

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1. Chairman's Foreword

1.1 Effective leadership is the key to the success of any organisation. It follows that the recruitment process for key leadership roles should be rigorous and open to scrutiny. This report sets out a proposed procedure, emphasising the need for specialist legal and HR advice in all but routine staff contracts but allowing flexibility of approach depending on circumstances prevailing at the time. I would like to thank my fellow Councillors and officers for their advice and evidence provided to support our conclusions



Councillor Ken Angold Stephen
Chairman, Senior Recruitment Task and Finish Scrutiny Panel
January 2012

2. Introduction

2.1 Following a report to the Council by the Audit and Governance Committee, Overview and Scrutiny Committee were asked to undertake a review of the reporting procedures for the recruitment of the Chief Executive.

2.2 The Overview and Scrutiny Committee, at its meeting on 6 September 2011, agreed to establish a Task and Finish Group to facilitate this review.

2.3 The Committee appointed the following members to serve on the Panel:

Councillors K Angold-Stephens (Chairman), Mrs A Grigg, J M Whitehouse, R Bassett and D Stallan.

2.4 At our first meeting, Councillor David Johnson attended as an Alternate Member for Councillor Bassett who was unable to attend.

2.5 The first meeting of the Panel was held on 10 November 2011. The Panel identified its aims and objectives and Terms of Reference which are reproduced below:

“Aims and Objectives

To bring forward a procedure for the reporting of complex and sensitive contracts to members and a procedure to be followed in the event of such contracts being entered into.

To report their findings to the Overview and Scrutiny Committee for onward consideration by the Council.

To have agreed written procedures in place in time to inform the outcome of the recruitment to the position of Chief Executive which is currently vacant and any issues arising from the review by Ernst and Young in respect of the corporate management structure. “

“Terms of Reference

1. To consider and formulate a written procedure for reporting complex and sensitive senior officer employment contracts to members;

2. To consider the scope and agree positions to which these arrangements should apply (eg. Chief Executive; Deputy Chief Executive; Directors; Assistant to the Chief Executive and other statutory officers);
3. To formulate a procedure on how the Council seek advice on the form of contract and other contractual considerations arising from senior staff appointments taking account of lessons learnt from previous cases;
4. To bring any other recruitment issues arising from the review to the attention of the Committee for the Appointment of the Chief Executive;
5. To report to the Overview and Scrutiny Committee with recommended procedures by 6 March 2012.”

2.6 These were subsequently approved by the Overview and Scrutiny Committee on 29 November 2012

2.7 We have met on three occasions to discuss the issues in this report and have consulted the Council’s Acting Chief Executive, Monitoring Officer, Section 151 Officer and Chief Internal Auditor. Views on this report have also been sought from the Council’s External Auditors.

2.8 Our remit does not include any involvement in current or forthcoming recruitment exercises save advising on an appropriate process that should be followed to ensure members are appropriately advised and involved in future senior recruitment events.

2.9 It is worth mentioning also that we determined very early in our processes that only appointments at Director level and above and senior statutory officer appointments should fall within the remit of the proposals we are recommending.

3. Context

3.1 Senior Recruitment exercises have happened infrequently at the authority. The process is governed by Officer Employment Procedure Rules which are set out in Section M of the Council’s Constitution. The appointment of the Head of the Paid Service is a matter for full Council to determine on the recommendation of a Panel of Members drawn together for the purpose of that appointment. This Panel should comprise members of all political groups and include a member of the Executive. The Council can only approve an appointment where no well-founded objection has been made by any member of the Executive.

3.2 For Directors the appointment is normally undertaken by a Panel of 7 members, including at least one Cabinet member with members being required to undertake recruitment and selection training before taking part in interviews.

3.3 Quite aside from the requirements of the Council’s Constitution, appointments need to be made in accordance with law.

3.4 We have put forward proposals setting out how members are involved in the process of appointment and the steps in such a process that require decisions and/or expert advice being made available to members.

4. Summary of Recommendations

The Panel recommends:

4.1 That the flow chart (Appendix 1 to our report) and guidance note (Appendix 2 to our report) be approved for use in future Senior Recruitment exercises to provide a framework within which the Appointments Panel can work.

4.2 That the process should only apply to Chief Executive; Deputy Chief Executive; Directors; Assistant to the Chief Executive and three statutory officers.

4.3 That careful drafting of delegation to appointments Panel to be clear about extent of powers to recommend to Council any contract variations, appointment, short/long listing etc.

4.4 That reports to members be made in the standard template giving all relevant information which will include financial implications; risk assessments and advice from statutory officers.

4.5 That specialist legal advice be made to members through the PLP and HR advice through VINE or another appropriate bodies and budgeted for by Council.

4.6 That an evaluation process be carried out as a matter of course after each senior recruitment event and reported to the Overview and Scrutiny Committee.

4.7 That after the conclusion of the current exercise, the Officer Employment Procedure Rules be redrafted to:

- (i) incorporate the applicability of section 4 to the Statutory Officer positions; and.
- (ii) include more detail of the objection to appointment process set out in the constitution; and
- (iii) consider its ongoing appropriateness;

It is further suggested by the Panel that the Constitution and Members Services Scrutiny Panel undertake this task.

4.8 That the Committee for the Appointment of a Chief Executive be asked to consider the following issues specific to the post of the Chief Executive:

- (i) clear and measurable performance management and supervision arrangements;
- (ii) ensuring those undertaking performance management and supervision to have undertaken appropriate training and have access to advice; and authority from Council to undertake this role.
- (iii) whether there should be any process put in place for dealing with employment issues short of formal dispute.

4.9 That the new arrangements be reviewed after one year of operation and thereafter annually.

5. Report

5.1 We have been charged with formulating a procedure on how the Council seeks advice on the form of contract and other contractual considerations arising from senior staff appointments taking account of lessons learnt from previous cases.

5.2 As part of our consideration we have reviewed copies of the existing relevant information as follows:

- (1) Report of the Audit and Governance to the Council dated 26 July 2011 (Restricted report)
- (2) Motion moved by the Leader in response to (1) above.
- (3) Extract of the Council minutes dated 26 July 2011; and
- (4) Copy of the agreed Terms of Reference of the Committee for the Appointment of the Chief Executive.
- (5) Officer employment procedure rules – taken from the current council constitution (also see paragraph 5.7 below).
- (6) A process diagram for Senior Officer Recruitment (see appendix 1);
- (7) Chief Officer Recruitment – Guidance Note (see appendix 2);
- (8) Chief Executive – Job Profile;
- (9) Example Council Contract;
- (10) Responses from officers on the proposed review where received;
- (11) Copies of previous reports to Council on appointments in 2007 and 1992 (Restricted Council Reports)

5.3 In addition we have:

- (1) Sought views on the process from the Acting Chief Executive, Assistant Director HR, Chief Internal Auditor and Chief Finance Officer.
- (2) Sought views from other authorities about these type of processes;
- (3) Taken evidence from the Assistant Director HR on matters of process and have discussed the proposed documents discussed below.

5.4 Although there is a procedure for the appointment of senior officers we have discovered that no written guidance sets out how members undertake these key recruitment exercises and ensure effective reporting to members. We understand equally that no two exercises are the same and any process that we devise must be adaptable to each circumstance. We have worked with officers to bring forward two documents. Firstly, a Senior Officer Recruitment flowchart which provides a framework within which members can work for future appointments. This is attached at Appendix 1 to our report.

5.5 Additionally we are commending the use of a guidance note (Appendix 2) which should be read in conjunction with the flowchart and adds more information about the stages in such an exercise.

5.6 We are recommending that the Council, in drafting its delegation arrangements it should give careful consideration about all aspects of the recruitment, particularly:

- (1) The Panel/Committee's Terms of Reference;
- (2) The Panel/Committee's delegated authorisations e.g. to carryout the process and recommend an appointment to Council, or recommend a long list/short list, interview process etc;
- (3) Timescales;
- (4) The relevant officers to be involved, i.e. HR Advisor, Legal Advisor, Finance Advisor (if required), Committee support;
- (5) To establish a budget for any structural change, recruitment and potential legal costs;
- (6) To nominate the 'Proper Officer' in accordance with the Council's Constitution.

5.7 We have also suggested that all future reports are made in a standard format which should ensure that members are able to fully understand the implications of the proposals put to the Council. This report format should give all relevant information including financial implications; risk assessments and advice from statutory officers.

5.8 As part of our consultation process we approached a number of other authorities to seek their views on where difficulties in recruitment exercises might lie. Anecdotal comments suggest two main reasons for difficulties: (i) Changes in the Chief Executive and/or the Leadership; and (ii) lack of clarity during advertising and recruitment as to what would be expected of the post holder. It is, therefore, essential that members can access the appropriate advice on contracts and employment as and when they are required. Sources of such advice have been suggested to us. We are recommending accordingly.

5.9 We consider that an evaluation stage should be included for this and future recruitment exercises in order that our suggested procedures can be reviewed in the light of operational use. We are suggesting that this review comes before Overview and Scrutiny Committee.

5.10 We have received copies of the Officer Employment Procedure Rules that form part of the Constitution. We believe that once the current recruitment exercise is completed it would be timely to review this document to:

- (i) review section (4) to include the statutory officer positions;
- (ii) consider whether greater detail is required within the procedure on the 'Executive' objection process; and
- (iii) its ongoing appropriateness.

It will be matter for Council to determine how this is carried out but we are recommending that the Constitution and members Services Panel could undertake this role.

5.11 Arising from our discussions we are recommending that the Committee for the Appointment of the Chief Executive, specific to the current recruitment, consider how performance management

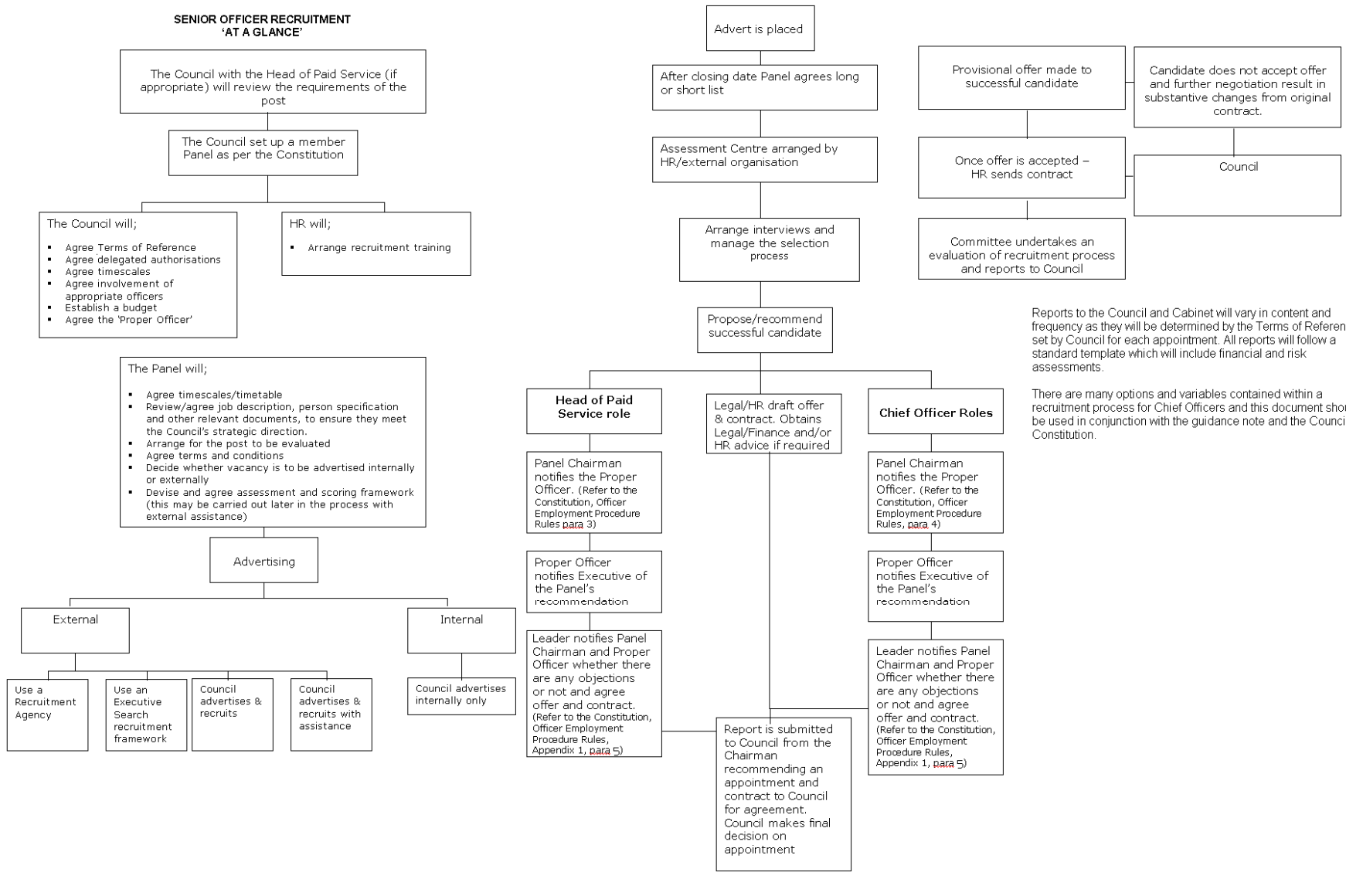
and monitoring of the Council's progress towards meeting the Council's Forward Plan targets can be undertaken.

5.12 Finally, we are suggesting arrangements for the review of the new procedures after a year and then annually thereafter.

6. Appendices

Appendix 1 – 'At a Glance' Flowchart

Appendix 2 - Chief Officer Recruitment – Guidance Note



Chief Officer Recruitment – Guidance Note

Council

Where a vacancy arises at Chief Officer level, including the Chief Executive role, the Council is required to;

- Review whether post is required. Can work be carried out a different way? This should be carried out with the Executive if recruiting to a Chief Officer role.
- Set up a member Panel as per the Constitution.
- Agree;
 - The Panel's Terms of Reference
 - The Panel's delegated authorisations i.e. to carryout the process and recommend an appointment to Council, or recommend a long list/short list, interview process etc
 - Timescales
 - The relevant officers to be involved, i.e. HR Advisor, Legal Advisor, Senior Committee Secretary
 - To establish a budget for recruitment and potential legal costs
 - To nominate the 'Proper Officer' in accordance with the Council's Constitution.

(This list is not exhaustive. Council will be presented with a checklist of terms/authorisations to consider along with any further items Council wish to include)

Recruitment Panel

The Panel should;

- Agree timescales/timetable for the campaign
- Review/agree job description, person specification and other relevant documents, to ensure they meet the Council's strategic direction.
- Arrange for the post to be evaluated if appropriate
- Agree terms and conditions that the post will be offered on. This will be subject to legal advice, (which may only be to confirm that it meets the Council's objectives and that there are no unintended consequences), HR and finance advice. The Panel may be required to obtain the Council's agreement at this stage, however, this will depend on their Terms of Reference and delegated authorisations.
- Decide whether vacancy is to be advertised internally and/or externally
- The Panel will be required to devise and agree their assessment and scoring framework
- HR will arrange recruitment training for the Panel, including its responsibilities contained within the Constitution.
- HR will arrange a procurement briefing for the Panel if required.

Membership of Recruitment Panel

- To recruit to the Head of Paid Service/Chief Executive - Members, HR advisor and assisting organisation if appropriate
- To recruit to Chief Officer - Members, Head of Paid Service/ Chief Executive, HR advisor and assisting organisation if appropriate

Advertising

If the Panel wish to advertise the role externally there are a number of options they could consider;

- Using a Recruitment Agency with no recruitment advertising campaign
- Using an Agency/consultancy/executive search. There are a number of frameworks which already exists that the Council can use;
 - Essex County Council
 - London Boroughs (will have to pay a fee to join approx £250)
- Advertise and recruit ourselves
- Advertise and recruit ourselves with assistance from the East of England Local Government Association (EELGA), or the Essex HR Partnership (Vine HR)

The Panel can decide to advertise internally only. The Panel still may wish an external organisation to manage the process.

Process

Once the job description, person specification, salary and terms & conditions are agreed an advert can be placed.

Once the closing date has passed a long or short list is agreed using the agreed assessment and scoring framework. The Panel can work with their consultants to do this or task them to draw up a long list in the first instance.

The Council can work with a Recruitment Agency/Consultants/Executive Search organisation to develop/organise an 'assessment centre' i.e. psychometric tests, presentations, reports, interviews, group & individual exercises.

Or this could be devised arranged internally with assistance from Vine HR or EELGA.

The Panel/Committee will decide at the time of procuring external consultancy what tasks it wants them to carryout. This may be amended as the process is progressed but it should not vary too much from the initial brief, due to procurement rules and that there is likely to be an additional cost.

Appointment/Offer

The Panel is required to follow the appointment process set out in the Council's Constitution. (Refer to Officer Employment Procedure Rules, para 3, para 5 and Appendix 1 para 4).

If the provisional offer is not accepted by the successful candidate which results in further negotiations and substantive changes from the original contract then agreement will be required from Council.

Constitution

The relevant information for the appointment of Senior Officers is contained in the Council's Constitution in the section titled 'Officer Employment Procedure Rules'.

Contract

HR/Legal will draft the provisional offer letter and Statement of Particulars and submit them to Counsel or the Public Law Partnership or another suitable body for advice.

Reports to Council/Cabinet

Reports to the Council and Cabinet will vary in content and frequency as they will be determined by the Terms of Reference set by Council for each appointment. All reports will follow a standard template which will include financial and risk assessments.

Evaluation

The Appointment Panel will undertake an evaluation of recruitment process, reviewing what worked well and not so well and submits a report to Council on their conclusions and key learning issues.

Report to Senior Recruitment Task and Finish Panel

Date of meeting:

Subject: Senior Management Recruitment - Review

Officer contact for further information:

Paula Maginnis

Committee Secretary: Simon Hill Ext 4249



Recommendations

- (1) That Council agrees clear Terms of Reference for the Appointment Committee, in every senior management appointment process;
- (2) That the proposed checklist (set out in Appendix 1 to this report) be approved and included in the Senior Management Appointment Guidance Notes; and
- (3) That the following key elements be included in the accompanying Guidance Notes;
 - (a) Early appointment of a legal advisor to the recruitment process, whether internal or from an appropriate external source;
 - (b) Where an appointment is made by Council, a transparent approach should be taken and the provisional appointee named in the report subject to the agreement of the applicant at the time of disclosure;
 - (c) Where appropriate external recruitment advice should be procured on a competitive basis for senior positions;
 - (d) Contracts of employment should be drafted with legal advice at the earliest possible stage of recruitment and before a provisional offer is made, such contracts to conform to a standard form but reflecting, where necessary, any specific requirements of the Authority;
 - (e) External venues should be used for senior appointments;
 - (f) Recruitment and selection of candidates should include a wide range of tests and exercises suitable to the post in question.

Report

1. The Senior Management Recruitment Task and Finish Panel requested feedback on the recruitment process undertaken for the appointment of the Chief Executive. The Panel asked that candidates, the Appointment Committee and the Council's consultants were asked to submit their views on the process.

2. Separate web based surveys were developed for the candidates and members of the Appointment Committee and a word document sent to the Council's consultants.
3. In addition the Officers involved in this recruitment process have also had an input into the recommendations set out in the report.

Terms of Reference of the Appointment Committee

4. The Terms of Reference agreed by Council for the Chief Executive Appointment Committee gave the Committee the flexibility to manage the process and providing Council with regular updates throughout the process. This arrangement worked very well and allowed the Appointment Committee to make the necessary decisions to progress the process. To assist Council with what to include in the Terms of Reference, a Checklist has been developed at appendix 1 for future recruitment exercises.

Survey Feedback

5. Four members from the Appointment Committee responded and the results can be seen at Appendix 2.
6. In summary;
 - (a) The clarity around the role of the Committee was viewed as good to excellent.
 - (b) The assistance of the Council's consultants was felt to be good to excellent.
 - (c) Gilwell Park was viewed as a good/excellent venue. Those members who responded preferred the remote venue for the final assessment rather than the Civic Offices. One member commented that the venue was a positive choice as it was in the District, the suite of rooms was useful and the catering was good.
 - (d) Overall the exercises for the assessment centre were scored as average to good. One member thought that perhaps the role play session was unhelpful.
 - (e) The overall rating for the recruitment process from members was good to excellent. One member would have found it useful to understand the status of notes taken by the Committee and their use
 - (f) The length of the process was scored as good.
 - (g) Officer support was scored as excellent.
7. Only two candidates responded and the results can be seen at Appendix 3.
8. In summary;
 - (a) The Council's consultants were scored as good to excellent. Candidates found them to be open, professional and helpful.
 - (b) Candidates were asked to rate the appropriateness of the individual exercises at the assessment centre. They scored the individual exercises as good to excellent. However, one candidate was not sure how helpful the free flow presentation was at the final interview. Also, having a large Panel made it difficult for probing questioning.
 - (c) Overall, candidates thought that the exercises provided them with the opportunity to display their skills and abilities.

- (d) They rated Gilwell Park as average/excellent for a venue as a guest and good/excellent for the recruitment process. It should be noted that Gilwell Park does not offer evening meals for those staying overnight.
 - (e) The overall rating for the recruitment process from candidates was excellent. One candidate commented that the process was really professional and that if the recruitment process was the window of the organisation then they wanted to be part of EFDC.
9. The Consultant's view of the recruitment process is set out in Appendix 4.
10. In summary;
- (a) They thought that the process was well managed and they appreciated the officer support.
 - (b) They rated Gilwell Park as excellent for the recruitment process but not really viable as a residential facility as evening meals are not available.
 - (c) They have not identified any improvements for the recruitment process.

Use of External Consultants

11. As the Panel will be aware the Council has not externally recruited to the Chief Executive role for over 20 years, therefore there is very little experience within the Council of this type of recruitment. The advantages of using external recruitment consultants were;
- They provided extensive experience to support the Council throughout the recruitment process to officers and members.
 - They had thorough knowledge of the recruitment market for Chief Executive positions.
 - They provided additional resources for setting up the micro site, response handling and the assessment centre
12. The type of support is likely to vary depending on the nature of the post, however the report recommends the Council using external consultants to support it recruiting to senior management posts.

Legal Advice

13. Unfortunately, there were time delays at the end of the process due to the drafting and agreeing the employment statement. The report recommends that the drafting of the document happens at an early stage and the 'At a Glance' process diagram is amended accordingly.

Disclosure of the Successful Candidate's Name

14. A few Councillors voiced their dissatisfaction about the disclosure in the Appointment Committee's report to Council of the name of the successful candidate. Those members felt that the process of asking them to agree the appointment after the verbal offer had been made to the successful candidate was meaningless. However, it would be extremely difficult for Council to put itself in the position of the Appointment Committee as members would not have been involved in the assessment process. In practical terms, Council would be required to support the Committee's decision. Furthermore, it would be inappropriate for prospective candidates to be interviewed by the entire Council.

15. The Council does have the responsibility for appointing the Head of Paid Service (who is usually the Chief Executive) and therefore it is recommended that the name of the proposed candidate is made in open session provided that they have notified their employer and key members are aware of the appointment.

External Assessment Venue

16. The feedback indicated that the use of an external venue was preferred to the Civic offices for the assessment centre. The configuration of available rooms at Gilwell Park meant the assessment centre was undertaken in privacy and was easy to manage by the facilitators.

Assessment Exercises

17. A number of challenging exercises were selected by the Appointment Committee to test a range of skills and behaviours of the candidates. The role play exercise proved to be challenging to candidates and perhaps took them out of their 'comfort zones' which provided further insight for the Appointment Committee.

Background Papers

Survey Forms – Additional Comments. Exempt information, categories 1 (information relating to an individual) and 2 (information which is likely to reveal the identity of an individual)

Senior Management Recruitment

Checklist

- Appoint members to the Recruitment/Appointment Committee
- Terms of Reference – what responsibilities is the Committee to have?
 - Procurement of recruitment consultants, including the brief
 - Content of Job Description and Person Specification
 - Terms and conditions
 - Recruitment advert content, publication and how
 - Agree the Shortlist
 - Agree the Long list
 - Choice of venue for assessment centre/interviews
 - Content of assessment centre
 - Involvement in negotiations with the successful candidate regarding the determination of terms and conditions to make the appointment
 - Recommending an appointment to Council for non statutory roles
 - Making an appointment under delegated powers
- Frequency of reports (could be determined by key milestones within the process)
- Timescales
- Officer Support – who will support the Appointment Panel
- Who will provide legal advice?
- Establish a budget
- Agree who will be the 'Proper Officer' for Cabinet liaison purposes

Once these issues have been agreed a work programme will be developed for the Appointment Committee

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Chief Executive Appointment Process

Members Survey

Further to the recent recruitment process for the appointment of the Council's Chief Executive, the Senior Recruitment Task and Finish Panel has requested feedback from the Appointment Committee, Candidates and the Council's Consultants. The survey includes the following sections; the terms of reference, the consultants, the assessment centre and the recruitment process.

The survey should take no more than ten minutes to complete but this will depend on the depth of your answers to the general questions. The information you provide will be treated in the strictest confidence and will inform the Council's review of senior management recruitment which is being carried out by the Task and Finish Panel. Please complete this survey by Sunday 15 October 2012.

The Appointment Committee

1. The Council established a Committee to deal with the recruitment of a Chief Executive.. Please rate the following:

	Excellent	Good	Average	Below average	Poor	Not applicable
Clarity of the Terms of Reference	2	2	0	0	0	0
Clarity of the Committees role in contractual negotiations	3	1	0	0	0	0
Clarity of the Committee's role in general operation of the Committee	1	3	0	0	0	0

How could we improve these areas, please provide details.

1

The Council's Consultants

2. The Council appointed GatenbySanderson to assist with the recruitment process. Please rate the following:

	Excellent	Good	Average	Below average	Poor	Not applicable
Overall performance of the Council's consultants	2	2	0	0	0	0
The process for selection of the consultants	0	3	0	0	0	1
Their support to the Committee	3	1	0	0	0	0
Their recommendations regarding advertising and candidate search	1	2	0	0	0	1
Their recommendations regarding short and long lists	2	1	0	0	0	1
Their recommendations regarding the assessment centre	0	3	0	0	0	1
Their recommendations regarding the interview questions	0	3	0	0	0	1

How could these areas be improved, please provide details.

2

Assessment Centre

3. Please rate Gilwell Park as a remoted venue:

	Excellent	Good	Average	Below average	Poor	Not applicable
Gilwell Park	1	3	0	0	0	0

Comments on the venue.

1

4. My preferred venue for the selection process would be.

Civic Offices 0 Remote venue 4

5. A number of seperate sessions/exercises took place over the two day assessment. Please rate the following:

	Excellent	Good	Average	Below average	Poor	Not applicable
Meeting with the Leader/Deputy Leader	1	0	0	0	0	3
Psychometrics	1	0	1	0	0	2
Critical thinking exercise	1	0	1	0	0	1
Observed exercise (role play)	1	2	1	0	0	0
Feedback session end of day 1	2	2	0	0	0	0
Interactive session (day 2)	1	3	0	0	0	0
Structured interview	1	3	0	0	0	0
Selection and decision session	1	2	0	0	0	1

Recruitment Process

6. Please rate the following:

	Excellent	Good	Average	Below average	Poor	Not applicable
Overall rating for the process	2	2	0	0	0	0
Length of time taken	1	3	0	0	0	0
Officer support	3	1	0	0	0	0

How could the process be improved, please provide details.

3

7. Any other comments

1

Thank you very much for your time in completing the survey questionnaire



Chief Executive Appointment Process

Candidates Survey

Further to the recent recruitment process for the appointment of the Council's Chief Executive, the Senior Recruitment Task and Finish Panel has requested feedback from the Appointment Committee, Candidates and the Council's Consultants. The survey includes the following sections; the terms of reference, the consultants, the assessment centre and the recruitment process.

The survey should take no more than ten minutes to complete but this will depend on the depth of your answers to the general questions. The information you provide will be treated in the strictest confidence and will inform the Council's review of senior management recruitment which is being carried out by the Task and Finish Panel. Please complete this survey by Monday 15 October 2012.

The Council's Consultants

1. The Council appointed GatenbySanderson to assist with the recruitment process. Please rate the following:

	Excellent	Good	Average	Below average	Poor	Not applicable
Overall performance of the Council's consultants	2	0	0	0	0	0
The support you received from the consultants	2	0	0	0	0	0
The documents you received from the consultants	0	2	0	0	0	0
The feedback you received from the consultants	1	1	0	0	0	0

If you would like to comment on the consultants, please do so below.

2

Assessment Centre

2. How appropriate did you feel the individual exercises were?

	Very appropriate	Appropriate	Partly appropriate	Not appropriate	Not applicable
Technical interview (short listing stage)	2	0	0	0	0
Meeting with the Leader and Deputy Leader	1	1	0	0	0
Psychometrics including feedback	1	1	0	0	0
Critical thinking exercise	2	0	0	0	0
Observed exercise (role play)	2	0	0	0	0
Interactive session (day 2)	1	1	0	0	0
Structured interview	2	0	0	0	0

Assessment Centre

3. In relation to the individual exercises, please rate how well they provided you with the opportunity to display your skills and abilities:

	Very appropriate	Appropriate	Partly appropriate	Not appropriate	Not applicable
Technical interview (short listing stage)	2	0	0	0	0
Meeting with the Leader and Deputy Leader	1	1	0	0	0
Psychometrics including feedback	1	1	0	0	0
Critical thinking exercise	2	0	0	0	0
Observed exercise (role play)	1	1	0	0	0
Interactive session (day 2)	1	1	0	0	0
Structured interview	1	1	0	0	0

If you would like to suggest improvements to the Assessment Centre or have any other comments please do so below.

1

Venue

4. The Council selected Gilwell Park as its venue for the Assessment Centre. Please rate the venue as follows:

	Excellent	Good	Average	Below average	Poor	Not applicable
As a guest at Gilwell Park	1	0	1	0	0	0
As a venue for the recruitment process	1	1	0	0	0	0

Comments on the venue.

1

Recruitment Process

5. Please rate the following:

	Excellent	Good	Average	Below average	Poor	Not applicable
Overall rating for the recruitment process	2	0	0	0	0	0

6. Do you have any other comments about the recruitment process that would be helpful to us?

1

7. Do you have any further personal reactions/comments to improve the recruitment process?

1

8. Any other comments?

2

Thank you very much for your time in completing the survey questionnaire

**Task and Finish Panel
Review of Senior Management Recruitment**

Appointment to the Chief Executive Position

	Comments
Your comments on the recruitment and selection process overall	Very thorough, well managed throughout
What do you think worked well	Clear timetable, well-structured process.
How could EFDC improve the recruitment and selection process?	No specific improvements to highlight.
Your comments on Gilwell Park as a guest	As a day time provision excellent. Difficult to see this as a viable residential facility when evening meals are not available.
Your comments on Gilwell Park as a venue for the selection process	Having a complete "wing" was excellent
Any further comments	The role played by both Paula and Ian should not be undervalued. Their support and speedy resolution to issues was very much appreciated.

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