

Appendix 1

Recruitment Practice Note Senior Managers

1. Introduction

The purpose of this practice note is to provide clear guidance regarding the recruitment and appointment of senior managers and in particular those roles which are affected by the **Council's** Constitution and our statutory obligations under the Local Authorities Standing Orders (England) Regulations 2001.

Our aim is that all parties involved in the recruitment of senior managers are aware of their duties and responsibilities and that the process is conducted in an open, equitable and pragmatic manner.

2. Scope

The principles set out in this practice note apply to all permanent senior manager recruitment, however, there are specific requirements relating to the appointment of the Head of Paid Service, Chief Officers and Deputy Chief Officers. A permanent senior manager position is one where the post-holder will be employed by the Council other than under a fixed-term contract.

3. General Principles

3.1 Aims of the Recruitment Policy

The aim of the policy is “to ensure a fast, efficient and transparent process”. Good candidates may be lost if the process is not dealt with in a business-like manner and delays give a poor perception of the Council as a prospective employer.

Our processes need to be a blend of transparency, integrity and expediency.

3.2 Member Involvement

The Council has delegated the task of appointing Chief Officers and Deputy Chief Officers to the Staffing & Remuneration Committee.

Committee members need to be aware of their part in the recruitment process for these roles.

3.2.1 The Final Interview

The final interview will take place before a member selection panel. **The panel's role is to recommend appointees to the Staffing & Remuneration Committee for their approval.** If the panel consider they are appointable, it should recommend a second choice as well as a first choice appointee, in the event the first choice candidate is not appointed for some reason (for example, if she or he refuses the offer of appointment). Members will take the lead in conducting the interviews but may ask Officers to attend in an advisory capacity. The panel should use its collective experience to assess candidates and share the responsibility of asking questions and making notes.

The panel will need to appoint a Chair of the panel for each appointment. **The Chair's role** will be to agree the interview plan with the other panel members, open, run and close the interview; and assist the panel in reaching a decision about each candidate.

The Chair of the panel is also responsible for keeping all the interview notes for a period of six months after the date of appointment.

The panel would normally consist of:

The Chair of the Staffing & Remuneration Committee

The Vice Chair of the Staffing & Remuneration Committee

The Opposition Member of the Staffing & Remuneration Committee

The Cabinet Member whose portfolio covers the vacant position.

The panel may be augmented at the discretion of the Chair of the panel but the contiguous special meeting of the Staffing & Remuneration Committee must be quorate.

3.2.2 The Special Meeting of the Staffing & Remuneration Committee.

On the rise of the member selection panel after deliberation, a special meeting of the Staffing & Remuneration Committee will need to take place to **adopt the panel's** recommendation and confirm the appointment. The members of the Committee attending the meeting need not be the same as that of the panel.

During the meeting members will state who they wish to appoint along with the final salary if decided upon. If the proposed salary is £100,000 per annum or more, the Committee must consider and approve the proposed salary. Members should decide if they wish to offer the post to the second choice candidate in the event a decision by them to offer the **post to the first choice candidate does not result in that person's appointment.** Offers of the position decided on by members should be subject to the person offered the position accepting the contract of employment proposed by the Council.

The Committee shall only make an offer of employment as a Chief Officer or a Deputy Chief Officer where:-

- (a) no objection has been made by any Cabinet Member, or
- (b) if any objection is made, the Committee or the Chief Executive is satisfied that the objection is not material or well founded

As this is a public meeting it will need to be held in an appropriate public space, e.g. Civic Centre, to allow members of the public to attend.

Notice of the meeting will need to be published on Haringey’s website five clear working days prior to the scheduled meeting and will include an agenda and detailed report of the proposed appointment to be completed by the relevant staff member of HR and authorised accordingly.

This is a publically accessible document so should not include any specific details like names of candidates or exact salaries. It will contain the proposed salary range. Copies of previous reports can be requested from the Democratic Services team.

4. Definitions

4.1 Haringey Constitution

The Constitution defines a Chief Officer as “a statutory chief officer or a non-statutory chief officer who, as respects all or most of the duties of his/her post, reports directly to the Head of Paid Service” and a Deputy Chief Officer as “an officer who, as respects all or most of the duties of his/her post, reports directly to a chief officer.” An officer whose duties are solely secretarial, clerical or administrative in nature shall not be regarded as a Chief Officer or a Deputy Chief Officer. Generally, this covers all Director & Assistant Director roles and occasionally any other statutory posts.

4.2 Job Levels

In 2016 we undertook a comprehensive review of our senior management positions and organised them into a matrix based on their role profiles; and recognising the twin career paths of people leaders and individual contributors.

Senior Manager Levels		
Type	People Leader	Individual Contributor
Level	Chief Executive	

A	Primarily responsible for delivering the strategic direction for the organisation.	
Level B	Director / Assistant Director	
	Primarily responsible for the strategic direction of a service area.	
Level C	Head of Service	Senior Professional III
	Primarily responsible for service design and implementation.	Responsible for providing a broad, high level, professional service.

4.3 Pay Bands

Level B and Level C are both sub-divided into three steps each with its own pay band. Level A just a single pay band for the Chief Executive.

Senior Manager Pay Bands (April 2018)				
Level	Step	Minimum	Benchmark	Maximum
A		£179,000	£193,500	£208,000
B	3	£140,300	£151,700	£163,100
	2	£114,300	£123,600	£132,900
	1	£97,700	£105,600	£113,500
C	3	£83,300	£90,000	£96,800
	2	£70,700	£76,400	£83,000
	1	£60,300	£65,200	£70,100

Appointment to Level B positions is the responsibility of the Staffing & Remuneration Committee.

These pay ranges are subject to annual review.

5. The Role of the Head of Paid Service

The Head of Paid Service may review and reorganise the functions and duties of the Senior Management Team. Where the Head of Paid Service considers these changes to be minor, for example, altering reporting lines or the reallocation of duties / responsibilities that do not affect the evaluated grade, then she or he makes these staffing arrangements under his or her functions delegated to him or her under the **Council's** Constitution.

The Head of Paid Service needs to ensure that the Council can deliver services and fulfil its statutory obligations and may engage interim officers as the most expedient way to achieve those aims.

The Head of Paid Service will keep the Leader of the Council and the Chair of the Staffing & Remuneration Committee fully informed of any changes or appointments described here.

6. The Role of HR

It is the responsibility of HR to provide the selection panel members with the relevant paperwork and other documentation ahead of time to allow for preparation.

These would normally include:

The job and person specification for the role under consideration

Candidate profile and application forms

HR will ensure that all candidates presented to a selection panel will have gone through an extensive process and will be considered technically proficient to undertake the role.

7. The Role of Democratic Services

Democratic Services will be responsible for convening the member selection panel and the contiguous special meeting of the Staffing & Remuneration Committee.

This will involve contacting members, checking their availability and assembling the panel.

Interview dates, times and rooms will be co-ordinated by Democratic Services.

Democratic Services will be responsible for minuting the special meeting and will report this to the next Committee meeting.

Democratic Services will notify all Cabinet Members of the decision of the special meeting who will have three days to raise an objection. If no objection is received, then Democratic Services will notify HR that the appointment has been agreed.

In the case of an appointment to the Head of Paid Service post, the Staffing & Remuneration Committee will make a recommendation to Council who will then approve the appointment.

Deadlines for all tasks associated with the special meeting of the Staffing & Remuneration Committee meeting will be managed by Democratic Services and communicated to the relevant persons involved.

8. Confidentiality

Interview notes are confidential documents and only those individuals who need to do so will have access to interview notes and they must not disclose the content of these to anyone except when necessary

9. Links to Other Policies

Recruitment Policy

Restructure Policy

Redeployment Policy

Document Control

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