

# Recruitment and Selection Policy and Procedure

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## Key messages

The main objective of this policy is to provide:

- Ensure that the ICO has fair, transparent and inclusive processes for the recruitment and selection of employees which balances the need for consistency, yet is flexible enough to reflect the variations in process, which may be required depending on the nature of the roles being recruited.
- The policy will help to develop and maintain a diverse workforce and ensure the ICO is compliant with relevant legislation, implements good recruitment practices, and provides equal opportunities for all.

## Does this policy relate to me?

This policy and procedure will apply to everyone who is involved in the recruitment and selection process for all positions at the ICO, whether advertised internally only, or both internally and externally.

When using external consultants and recruitment agencies, the requirements of this policy will be clearly communicated, including the importance of achieving a strong and diverse field of applicants.

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## Introduction

1.1. The aims of this policy are:

- 1.1.1. to provide managers with a guide to finding the best way to meet a resourcing need;
- 1.1.2. assist managers to plan, organise and deliver a successful recruitment programme;

- 1.1.3. to ensure that recruitment and selection processes are efficient, effective, consistent and fair;
- 1.1.4. to select and appoint the best person for each post based on merit and judged against the published criteria for the role;
- 1.1.5. to promote equality of opportunity, diversity and inclusion through good recruitment practices, adherence to relevant employment and equality legislation, and implementation of relevant aspects of the ICO's Equality, Diversity and Inclusion objectives and Reasonable Adjustment Policy;
- 1.1.6. to meet the ICO's operational requirements and corporate strategies;
- 1.1.7. to promote the ICO as an employer of choice; and
- 1.1.8. develop and maintain a workforce that is both diverse in its representation of the communities we serve, and provides diversity of thought and decision making.

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## 2. Stages of recruitment

### 2.1. Identification of vacancies

A vacancy can occur for a number of reasons, for example:

- 2.1.1. replacing employees when they have left the ICO;
- 2.1.2. newly created positions, including those proposed by new Target Operating Models;
- 2.1.3. temporary resource to cover busy periods or identified skills gaps;
- 2.1.4. re-grading an existing position;
- 2.1.5. cover for absent employees.

## 2.2. Request to recruit

Ahead of each financial year the People Services Directorate will work with leaders and managers to plan and prioritise recruitment to align with our Workforce strategy.

Before submitting a request for resource to Establishment sub-group, managers must consider whether a direct replacement is required, or whether alternative workforce solutions can be utilised. For example, short-term redeployment, temporary workers, or the upskilling of current employees. The recruiting manager must also obtain approval from their Director.

For posts that require additional funding or if there is a structural change, trade union consultation will be required in accordance with the TU recognition agreement.

## 2.3. The Review and Planning Meeting

After recruitment to the post has been approved by Establishment sub-group, a member of the Talent team will arrange a discussion with the recruiting manager to agree:

- 2.3.1. the lead recruiting manager, who is accountable for the conduct of the assessment and selection process;
- 2.3.2. the job description and person specification confirming that it is up to date and reflects the requirement of the role;
- 2.3.3. a review of any reserve lists (if applicable). See 2.8 for more information;
- 2.3.4. a review of previous campaigns;
- 2.3.5. the duration of the advert (14 days are recommended where possible);
- 2.3.6. the most appropriate routes to market to attract candidates. The Talent team will compile the advert and review the most appropriate route for advertising, taking into account the need to advertise across broad channels to attract a diverse candidate pool;

- 2.3.7. the location for the role;
- 2.3.8. the salary range to be advertised, which is typically career band 0 to career band 2. Where it is necessary to advertise beyond career band 2, this will be agreed with the relevant Executive Director and the Pay and Reward team, in accordance with the Pay Policy and exceptional salary process;
- 2.3.9. the role of the Talent team in the initial sifting of applications and the use of filtering questions;
- 2.3.10. criteria to be used for shortlist along with methods for assessment and weighting;
- 2.3.11. wherever possible, the lead recruiting manager should ensure the panel has diversity of characteristics and experience. This may involve requesting support from peers outside of the hiring Directorate.

Panel members should consider availability for informal discussions about the role with potential candidates. If informal discussions are agreed as part of the process to engage candidates, they should be made available to all candidates.

## 2.4. Training for panel members

Anyone nominated to be part of a selection panel must have undertaken relevant training in recruitment and selection, which includes training and guidance on the Disability Confident Scheme and equality, diversity, and inclusion within the last three years.

There may be exceptional circumstances where a recruiting manager is able to be part of the panel after a condensed training session. For example, new starters who have recently joined the organisation. However they will be required to attend it in full as soon as is practical, and be supported by a manager who has undertaken the training in full.

The Talent team will provide ongoing support which includes coaching for selection panels and 'know about' sessions where appropriate. The training will also support hiring managers to induct their new hire into the role.

## 2.5. Application procedure

Unless there is a specific business reason to ring-fence a recruitment exercise, for example redeployment, permanent opportunities must be advertised for open competition either internally, or both internally and externally. The decision to ring-fence a role will be made by People Services. All employees, including those on maternity/paternity, long term absence and temporary employees, must be given access to information about the role, its requirements, and the selection process, including the minimum criteria to be selected for the role. Employees on maternity/paternity and long term absence will be updated by People Services. Temporary employees can access vacancies via Workday.

For areas of the organisation where there is an identified need to improve the diversity of our workforce positive action measures may help to provide a wider talent pool. This is where a Directorate is not in line with the ambitions set out in our EDI objectives to have a workforce representative of the communities and societies we serve.

Examples of positive action include:

- placing job adverts to target underrepresented groups;
- using software to detect gender bias language in adverts including statements in job adverts to encourage applications from under-represented groups;
- offering training or internships to help underrepresented groups get opportunities or support development at work;
- favouring a candidate from an underrepresented group, where two candidates are 'as qualified as' each other.

All applications should be made using the Applicant Tracking System (Workday) by uploading a CV unless reasonable adjustments or alternative application methods have been agreed with the Talent team. For example, specialist recruitment agencies or expressions of interest (see point 5.0 Expressions of Interest).

Additionally, cover letters can be included in the application process, on a 'case by case' basis to ensure we are not putting unnecessary barriers in place hiring for roles where it is not necessary. It is reasonable to request a cover letter as part of the application process for roles at Grade E and above, which typically represent technical, specialist, or leadership roles. In all job adverts candidates must be informed whether a cover letter is required. Candidates must also be advised of how they will be assessed at each stage of the recruitment process.

Internal applicants, including temporary employees, must notify their line manager of any application made. This helps managers to plan their resources effectively. In exceptional circumstances there may be occasions where an individual does not feel comfortable declaring this directly to their line manager. In these circumstances they should speak to the People and Strategy team.

## 2.6. Shortlisting

Shortlisting will take place as soon as possible after the closing date and must be undertaken by at least two panel members.

In circumstances where the candidate market is competitive, shortlisting can begin prior to the closing date to ensure high calibre candidates are retained, and shortlisting is completed in a timely manner.

The Talent team can provide an initial sift of candidates using longlist criteria provided by the lead recruiting manager if required.

Filtering questions may also be added at the point of advertising. These would assess essential criteria and require a yes or no answer, as opposed to a potentially subjective review.

The names and personal details of candidates, including equality information will not be made available to shortlisting managers.

Each application will be assessed for evidence of the relevant criteria specified in the job description and person specification. Decisions will be based on the applicant's ability to meet the criteria from the evidence provided.

Each element of the assessed criteria will be scored in accordance with the following scoring system:

- 1 – No evidence
- 2 – Poor evidence
- 3 – Satisfactory evidence
- 4 – Good evidence
- 5 – Exemplary evidence

The final score for each element will be reached by the panel members reaching an agreed panel score. This may be achieved by totalling the scores awarded by individual panel members or by the panel liaising to agree an overall panel score.

Where panel members cannot agree a candidate score, they can total the scores, and agree to an average score, this may create a score of half a mark. The approach taken must be agreed prior to shortlisting. When creating a half-mark score, the total combined score will be rounded to the nearest half mark.

The lead recruiting manager should ensure that the joint score is provided to the Talent team. Should the shortlisting panel score applications independently, they must come together to either total the shortlist scores or agree an overall panel score.

Shortlisted candidates will be those scoring the highest overall mark, providing they have met all elements of the essential criteria. In practice this means that they must score at least '3' for each of the essential criteria.

Candidates with a disability who meet the minimum criteria (scoring a minimum of 3 in each essential element) will always be invited to interview as part of the ICO's commitment to the 'Disability Confident' scheme.

As part of our ongoing commitment to improve representation of minority groups across the organisation, candidates who identify from an ethnic minority background who meet the minimum criteria (scoring a minimum of 3 in each essential element) will



always be invited to interview, in the same way we approach candidates as part of the Disability Confident Scheme.

Care should be taken that shortlisting criteria accurately reflects the needs of the job. Criteria must not directly or indirectly discriminate, so advice should be obtained from People Services when developing the requirements for the job. Shortlisting criteria will be audited by the Talent team to support hiring managers in building effective shortlisting criteria

When shortlisting CV's, panel members must agree the essential criteria from the job description and person specification, on which to assess in advance of advertising the role.

Where an external recruitment agency has been engaged for a campaign, a different shortlisting and scoring mechanism may be used in line with our policy. This may include an initial assessment by the agency. The basis of assessment and scoring will be fair, inclusive and consistent, and in line with the principles of this policy. These mechanisms will be agreed in advance.

Unsuccessful candidates at shortlisting stage will be advised via Workday. Feedback will not be provided unless requested.

## 2.7. Methods of assessment

There are multiple methods of assessment (including, but not limited to; panel interviews, presentation, written comprehension and/or practical exercise, personality or psychometric testing) that can be used to enable managers to analyse the skills, experience and behaviours of candidates to ensure they meet the criteria outlined in the Job Description and Person Specification.

Personality profiling tools are used to help understand a candidates motives, talents, and career aspirations, these tests are not scored but will support an effective hiring decision. These tools are used exclusively when making hires for our Executive team. These tools cannot be utilised without prior authorisation from the Talent team, and must be overseen by a qualified member of staff who is trained to read the resulting data and consider the context. When used, decisions at every stage of the

recruitment process are made by the recruiting panel. The ICO does not use artificial intelligence in selection practices.

No methods of assessment should be included that are surplus to the requirements of the role and all methods of assessment should be fair, accessible and inclusive.

Assessment methods can be used singularly or combined. The Talent team will be consulted on means of selection and any method of assessment to be used will be communicated to candidates in advance.

Candidates will be given as much notice as possible of the date of an interview or assessment, this is important for the candidate to aid their preparation, and to help maximise attendance at selection processes. Typically at least a week's notice will be given, though this may not always be possible.

If a candidate cannot attend on the scheduled date of assessment it may not be possible to secure an alternative time. Efforts will be made to accommodate candidates, but this should not be to the detriment of the needs of the organisation nor create undue delays to the outcome of the process for those candidates who were able to attend. There is therefore no requirement under this policy to provide an alternative time for a candidate who cannot attend on the designated date and time.

As part of our commitment to being an inclusive employer, candidates will be provided with interview question themes prior to interview.

All of the criteria described as essential must be assessed either through the CV or during the assessment stages of the process.

Scores from exercises conducted as part of the assessment process will be included in the agreed panel score. Criteria may be weighted and this will be agreed before the commencement of the assessment process.

There will be a minimum of two members on any assessment panel who must have undertaken recruitment and selection training, see 2.4.

Panel members must declare any potential conflict of interest, including prior knowledge of any applicant that has become evident during or after shortlisting. Panel members must not sit on panels that involve the assessment of friends or family members. For the purposes of internal recruitment, there will be occasions where panel members have prior knowledge of an internal candidate, this is not considered to be a conflict of interest.

Candidates must be assessed on merit, and they should not be treated more or less advantageously because of their previous or current activities or affiliations.

The ICO is registered with the Disability Confident scheme and will work with disabled candidates and recruiting managers to agree reasonable adjustments to the process at the earliest opportunity. Further information can be found in the ICO Accessibility and Reasonable Adjustments at Work Policy.

On completion of the assessment, panel members will liaise to provide their assessment of each candidate's performance in the assessment process and agree a final panel score for each candidate. This will determine the most suitable candidate(s) and therefore who should be offered appointment.

Panel members must provide a record of their decision making process in the form of a completed interview matrix document. The lead recruiting manager is responsible for ensuring that the aims of this policy are achieved and appointments are made based on merit.

The panel should record any relevant feedback comments for each candidate. This feedback must be objective and set out where a candidate has, or has not, demonstrated the essential criteria.

On completion of the assessment process all paperwork will be returned to the Talent team, where it will be held in accordance with the retention policy and subject to review and audit.

## 2.8. Assessment outcome

The successful candidate(s) will be those who score the highest overall mark, providing that they have met the minimum

standards required for all of the essential criteria. In practice, this means that successful candidates must score a minimum of '3' for each essential criterion.

Candidates on tied scores may be placed in order using weighted criteria. If no weighted criteria is agreed prior to assessment, the panel should use criteria which would bring the greatest benefit to the role or in line with achieving the ICO's diversity aims. The reason for the decision will be recorded and reviewed as part of the People Services audit.

Where panel members cannot agree a candidate score, they can total the scores, and agree to an average score, this may create a score of half a mark, rounded to the nearest half mark.

Should there be appointable candidates remaining after all of the offers have been made, candidates will have the option of joining a reserve list.

The reserve list will be based on the candidate's scores, and candidates will be placed on the list in order of their scores.

Reserve lists are created if there are more suitable candidates for a post or posts, than there are positions available. This should apply to all posts within the ICO and will be discussed with the Talent team at the Review and Planning meeting. See 2.3 for more information.

This means that if the same position at the same grade becomes available, candidates may be selected from the reserve list without the need to conduct another selection exercise if the recruiting manager decides to do so. Reserve lists would normally be held for six months in line with our retention policy. Should a reserve list be used then the offer would be made to the highest scoring candidate on the relevant list.

In the instance of appointable candidates scoring identical scores, the hiring manager must speak to the Talent team to review the diversity information of the candidates, and where appropriate positive action will be taken to increase the representation of our workforce from under-represented groups. The outcome will be

delivered to all candidates via the applicant tracking system, using the email address provided on their application, administered by the Talent team. Where applicable, a verbal response may be given by the Talent team or recruiting manager.

Candidates who have not been appointed in a campaign will be given the option to have their details saved in a talent pool for six months where they will be advised of any future relevant vacancies.

## 2.9. Feedback

Following assessment, if requested, candidates will be informed of the criteria/exercises in which they were assessed including areas they haven't reached the required standards, this is to support future development needs.

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## 3. Conditional offer

3.1. Before an appointment can be formally confirmed, People Services must have completed specified pre-employment clearance checks. A conditional offer will be made pending the receipt of satisfactory pre-employment checks. These will comprise the following:

### 3.2. References

For new employees two references are required and these may be from a combination of employer and academic references, and must cover the previous three years.

Ideally one reference should be from the current and/or most recent employer and the other from a previous recent employer, but academic referees are acceptable where there has not been any recent employment. Personal references are not acceptable.

Provisional offers of employment may be withdrawn if references are deemed not to be satisfactory to the ICO.

References are not required for internal appointments, however HR records will be reviewed to ensure there are no formal disciplinary or absence issues.

### 3.3. Identification

The Immigration, Asylum and Nationality Act 2006 (extended by the Immigration Act 2014) requires that all newly appointed employees provide evidence of their immigration/settlement status and eligibility to seek work in the UK.

Candidates will need to provide their passport, birth certificate or other appropriate immigration documents. Candidates will be asked to present the relevant documentation prior to their start date.

People Services will advise candidates what would be deemed as acceptable evidence of identification and eligibility to work in the UK as appropriate. People Services will check the documents provided for legitimacy in line with the ICO security procedure recommendations and may consult the Security team for advice if required.

### 3.4. Evidence of qualifications

Candidates are required to provide proof of any qualifications which are listed as essential for the role on the job description.

They will be asked to present their original certificates or written confirmation from the appropriate educational establishment or examination board prior to their start. People Services will verify the certificates for authenticity and against the relevant qualifications as listed on the candidate's application form.

If candidates fail to produce evidence of the essential qualifications, or if there are discrepancies with the qualifications declared on the application form, the lead recruiting manager will be consulted to determine whether or not to proceed with the job offer.

### 3.5. Medical health clearance

All new employees will require medical clearance prior to starting

employment with the ICO. Our Occupational Health provider will assess information provided by the prospective new employee and declare if they are fit for work, whether any adjustments to the work and/or environment are needed, or if they are not considered to be fit to undertake the work for which they have applied.

It is essential to note that the medical questionnaires cannot be used as a means of differentiating candidates, or to bar candidates for employment if they are otherwise fit to undertake the work required of them.

### 3.6. Criminal records declaration

The Information Commissioner is under a duty to protect the information and material they hold. This obligation extends to their employees and agents.

Prior to appointment all new employees are required to complete a criminal records declaration along with a Basic Disclosure/Disclosure Scotland check. Upon receipt of the disclosure certificate applicants will be required to provide a copy to People Services where it will be stored in line with our retention policy. Should the certificate contain details of any convictions, the content will be evaluated by People Services as this may present a security issue. This could result in the withdrawal of the conditional offer.

### 3.7. Additional security checks

Some posts within the ICO require additional Security Checks to access levels of official information in the course of their employment.

Recruiting line managers should decide whether such checks must be completed prior to commencing work with the ICO or whether they can be conducted after someone has commenced work. In the latter circumstances accepting the risk that security clearances may not be achieved. Should security clearances not be granted an individual's continued employment may be affected.

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## 4. Confirmation of appointment

- 4.1. Upon satisfactory completion of the security and medical health clearance checks and on receipt of satisfactory references, People Services will liaise with the impending new employee and relevant manager to agree a suitable start date.

Once this is agreed People Services will confirm the appointment formally in writing and issue a full statement of the employment particulars.

As part of the on-boarding process, liaison will take place between the new starter, the line manager and relevant ICO departments to identify any reasonable adjustments which are required for the new employee and procure any new equipment or systems required.

Further information can be found in the ICO Accessibility and Reasonable Adjustments at Work Policy.

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## 5. Expression of Interest

- 5.1. Expression of interest (EOI) is a lighter touch, recruitment process that can be used for certain temporary internal only opportunities such as:

- 5.1.1. temporary internal only vacancies, where existing knowledge and expertise are required, or where the position has been identified as a development opportunity;

- 5.1.2. urgent requirements where there is a business need to fill a position within a much shorter timescale and the urgency of the need, or the short duration of the role make a full recruitment exercise impracticable or disproportionate;



5.1.3. for short term positions that are expected to last up to six months.

A candidate who fills an EOI on a temporary promotion should only be in post for a period of up to six months, as they have not been substantively promoted. A full and open recruitment campaign must be undertaken before the temporary promotion end date.

5.2. Before deciding to recruit via this method, the recruiting manager should consult with the Talent team and consider the following:

5.2.1. the reason for the vacancy and type of vacancy (see 'Types of temporary vacancy' in section 6 below);

5.2.2. the key requirements of the position;

5.2.3. the expected term of the vacancy;

5.2.4. any transition requirements for employees with reasonable adjustments;

5.2.5. recruitment practices to ensure they are in line with our EDI aims;

5.2.6. prior knowledge and experience, at what level, and whether the role should be ring fenced to a specified group;

5.2.7. the urgency of the requirement and any risks associated with not filling the position quickly;

5.2.8. the impact of taking resource from other areas of the ICO and any identified high priority work;

5.2.9. possible development opportunities the position may offer; and

5.2.10. whether the position is likely to become permanent – any appointment made through an EOI process cannot be made permanent and the position would have to be readvertised and a full recruitment process undertaken.

- 5.2.11. Recruiting managers must identify key requirements for the position and the assessment criteria to be used for shortlisting. Panel members must provide a written record of the selection and decision making process.
- 5.2.12. All appointments made via an EOI must be logged on the People Services Central EOI Log. On completion of the EOI, there will be the possibility to apply for the role permanently should this be available, or return to the substantive post.

## 6. Internal Transfers, secondment, acting up roles

### 6.1. Internal transfers

Internal transfers into permanent or temporary roles are subject to the candidate previously having been assessed against all or the most essential criteria for the role. Recruiting managers can use their discretion when deciding whether they would like to consider internal transfers for the role. This decision should be made during the Planning and Review meeting, and take into account factors such as the department's business need, if there is an immediate need for demonstrable experience at the relevant grade at the time of transfer and the potential impact of not providing a promotion opportunity for more junior employees.

6.1.1. In order to apply for an internal transfer, employees must:

6.1.2. have satisfactorily completed their probationary period and served at least six months in their current post. In exceptional circumstances, internal candidates in probation may apply with approval from the People Services team. For example where a new role has been advertised and an employee with less than 6 months tenure has relevant experience, but the role was not available at the time of joining the ICO.

6.1.3. must not be subject to any formal absence or disciplinary action at the time of application.

If a line manager does not support a request for an internal transfer, the reason must be based on the needs of the organisation, and manager must notify People Services of any job move requests that they have refused.

Employees who feel that their request has been refused unfairly, they may submit an appeal to People Services.

In some circumstances employees may be offered an internal transfer without the need to complete the formal recruitment and selection process. This may include, but is not limited to, situations to support the health and wellbeing of individuals; re-structuring or re- deployment of employees as part of an organisational change; disciplinary matters etc. In these circumstances formal assessment against the criteria may not be required, however the individual must be considered to be suitable for the role in which they are to be transferred.

## 6.2. Secondments

The ICO has a separate secondments policy and procedure which can be found in the Corporate Policy Library.

## 6.3. Acting up roles

'Acting up' posts may be offered without the need for open competition, where either the urgency of the need or the short duration of the role makes a full recruitment exercise impracticable or disproportionate.

Managers should take into account the following factors when selecting employees for acting up roles:

- knowledge and experience of the area requiring cover;
- the ability to cover the work with a minimal amount of transition; and
- the desire of the individual to receive further development.

Where there is more than one potential candidate, managers should complete the expression of interest process.

Managers must provide a written record of the decision making process for appointing to an 'Acting up' role.

If necessary 'acting up' roles can be extended for up to a maximum of two years to provide managers with the flexibility to meet the short-term needs of the ICO.

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## 7. Fixed term appointments

- 7.1. Fixed term roles may be advertised, for example, to provide cover for a permanent post holder, because a post is funded for a fixed term or the work is only required for a finite period.

A fixed term appointment may be extended if there is a requirement for the role to continue longer than initially expected, for example if a project continues longer than initially anticipated.

The holder of a post which was advertised as a fixed term position, will be made permanent in that role if it subsequently becomes permanent, subject to the condition set out in 7.2.

This arrangement will apply for the duration of the fixed term appointment, and for six months afterwards if the fixed term appointment has come to an end before a permanent need has been identified. If neither of these circumstances apply, a new advertisement for a permanent role will be posted.

If there are more employees in relevant fixed term positions than there are permanent positions available, the permanent appointment(s) will be made on the basis of a short form recruitment exercise ring fenced to those in the fixed term positions, for example by interviewing the people in the fixed term posts.

Employees should therefore be aware that fixed term positions

may become permanent, and should make their decision whether to apply for a fixed term post on that basis.

- 7.2. The provision to make fixed term appointees permanent under this section of the recruitment procedure will only apply if the fixed term appointment has been made using a recruitment process which follows that used for permanent appointments. For example, this provision will not be applied following an acting up promotion which was conducted on an 'expressions of interest' basis.

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## 8. Interim emergency appointments

- 8.1. In certain circumstances it may be necessary to make an emergency interim appointment to a particular post in order to provide urgent cover and avoid a significant operational risk to the ICO.

In these cases People Services will consult with the Senior Leadership Team and the appointment would not be opened to competition, as the urgency of the need or the short duration of the role makes a full recruitment exercise impracticable or disproportionate. The appointee may be either an internal employee or external appointment.

It is anticipated that this will be a rare occurrence. The circumstances in which it may be necessary could include:

- to preserve business continuity in the event of an unforeseen set of circumstances;
- to bring in a particular level of expertise or highly specialist skills that are not readily available within the ICO for a task requiring urgent completion and where full open competition is judged to be unlikely to secure suitable appointees within the required timescale;
- to provide short term emergency cover until a full recruitment exercise is completed.

Recruiting managers must declare any actual or perceived conflict of interest or prior knowledge of any candidates. All actions taken as a result of such disclosures must be recorded and available for audit.

Interim appointments can be made for a maximum of two years.

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## 9. Equal Opportunities Monitoring

- 9.1. In order to ensure the ICO meets its equality and diversity aims and objectives, and fully meet its obligations under equalities legislation, People Services will monitor the sex, ethnic origin, age and disability status of all applicants and for those short listed and offered appointments. Other characteristics, where provided, may be monitored in line with the ICO's equality and diversity aims and the requirements of legislation.

For recruitment to positions based in the Northern Ireland office People Services will also monitor details regarding community background in line with the requirements of the Fair Employment (NI) Act 1989 and Section 75 of the Northern Ireland Act 1998.

The information will be collated and profiled anonymously in management reports to help assess how the equality and diversity policy and procedures work in practice and identify areas to be addressed where concerns and/or shortfalls become apparent.

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## 10. Audit and Reporting

- 10.1. People Services will produce management information reports on recruitment activity performance. The reports will profile recruitment exercises undertaken, showing information such as:

- 10.1.1. number of completed applications received;
  - 10.1.2. number of applicants shortlisted;
  - 10.1.3. time elapsed from request to recruit, completion of selection process and start date;
  - 10.1.4. reasons for any delays or difficulties affecting the process;
  - 10.1.5. employee turnover; non-financial indicators;
  - 10.1.6. EDI analysis; and
  - 10.1.7. status on secondments, fixed terms posts, temporary promotions and other appointments made by exception.
- 10.2. People Services will perform audit checks on all vacancies which will include permanent roles, applications from fixed term contracts, expressions of interest and campaigns managed by external consultants.
- 10.3. Management information reports will be produced to monitor the equality and fairness of the application of this policy during each assessment stage. These reports will be provided for review and assurance to the senior leadership team, executive team and trade unions.
- 10.4. To ensure the ICO provides diverse interview panels, the Talent team may suggest that panels are expanded to include additional staff members. We aim to have a selection panel that is wholly representative of both our workforce, and the customers/ communities we serve. This may include suggesting that leaders who are not directly involved in the recruitment, in line with 2.7.

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## Feedback on this document

If you have any feedback on this document, please [use this form](#) to provide it.

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## Version history

Version	Changes Made	Date	Made by
2.0		July 2017	Human Resources
3.0	Initial policy review, removal of processes	September 2019	Human Resources
3.1		January 2020	HR
3.2		July 2020	EDI networks, SLT
3.3		May 2021	Trade unions
3.4		May 2021	EDI networks, HR
3.5		December 2021	HR in consultation with TU's
3.6	Removed need for panel members to have a	January 2022	HR Operations



	<p>diverse culture and background.</p> <p>Removed the need for panel members to be of a higher grade to allow for panel members to be selected based on appropriateness of the role. Introduction of positive action to improve diversity of candidates</p>		
3.7	<p>Review by EDI BP and Policy BP. Minor changes to highlight inclusive processes. Updated to extend to recruitment agencies. Clarity given over reference period. Updated need to verify only essential qualifications relevant to the role.</p>	May 2022	HR Operations
3.8	<p>Updated to extend to recruitment agencies. Clarity given over reference period. Updated need to verify only essential qualifications relevant to the role.</p>	May 2022	HR Operations
3.9	<p>Transferred onto new policy template. Increased reference</p>	August 2022	HR Operations

	period for new employees from 2 years to 3		
4.0	Full policy review and update	November 2024	Talent

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