#### 3.2 Recruitment and selection procedures

This policy is in accordance with [the Equality Act 2010](http://www.york.ac.uk/admin/eo/EqualityAct2010.htm) and all other relevant employment legislation.

###### Purpose

To ensure a professional and consistent approach to recruitment, selection and appointment of staff that is soundly based on the principle of equality of opportunity.

To actively promote equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of candidates. The organisation wishes to encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process and as required in order for a successful candidate with a disability to undertake the post.

To ensure candidates are selected for interview and appointment based on their skills, qualifications and experience.

To ensure that managers are able to attract and recruit high calibre staff.

###### Scope

This policy applies to all internal and external applicants for the organisation’s jobs.

###### Responsibilities

The CEO will regularly review the organisation, job responsibilities and the roles of individuals within it. This will be completed through: staff appraisals and capacity planning as defined in 4.6 Performance management policy.

Managers will consider whether vacant posts could lend themselves to flexible working to attract a wider range of candidates.

Managers will ensure that, where a vacancy exists, the post will be advertised externally, unless there are exceptional circumstances.

The CEO will ensure that recruitment procedures are regularly updated in line with changed in legislation and best practice.

Managers will ensure that administration of the recruitment process is clear and carried out to professional standards.

THE ORGANISATION will provide appropriate training and support to those involved in recruitment and selection. Any member of staff involved in the selection of staff should feel appropriately trained that they can comply with the requirements of this policy and procedure.

##### 3.2.1 Forms, advertising and selection

###### Documentation and Forms

**Identification of a Recruitment need**

The recruitment and selection process should not commence until a full evaluation of the need for the role against the annual strategic plans and budget has been completed.

All new or changed posts must be role reviewed and graded before they are advertised in order to help ensure equal pay for work of equal value.

Recruitment will be authorised by the Trustee Board before commencement of the recruitment process.

**Job Description and Person Specification**

Following consultation with the relevant, the Managers will draft detailed job descriptions for approval by the CEO. Job descriptions will be reviewed and updated when a post falls vacant in order to ensure that they reflect the current and future needs of the organisation. Copies of Job Descriptions will be circulated to all applicants.

The Person Specification will comprise a list of attributes, which candidates should possess if they are to fulfil the requirements of the Job Description. The programme of assessment will include an application form, an interview, and possibly a short test. In addition, recruitment to some posts may involve delivery of a short presentation on a subject relevant to the work of the organisation. At each of these stages, the performance of the applicant will be assessed against the attributes listed in the Person Specification. No additional criteria will be applied.

Templates for the Job description and Person specification are available in the [appendices](#_Appendix_4:_Job).

**Application Forms**

The application form will contain questions, which relate directly to the Person Specification (see [application form template](#_Appendix_4b:_Application)). Evidence provided in writing which is illegible, or in language, which is incoherent or ambiguous, may be downgraded or ultimately ignored.

The recruitment pack will also contain a Diversity Monitoring form (see [Diversity monitoring form template](#_Appendix_4c:_Diversity)). This data will be reviewed in order to monitor the variety of applicants, and to review the recruitment and advertising strategy. It will not be used during the shortlisting or selection process.

All documentation relating to applicants will be treated confidentially and applicants will have the right to access any documentation held on them in accordance with the Data Protection Act (DPA).

###### Advertising

The organisation is conscious that poorly planned advertising can be a source of discrimination. Consequently, the organisation undertakes that any post, whether full-time or part-time, will be advertised in as wide a range as possible.

Applicants should be provided with sufficient information to make an informed decision regarding their suitability for the role. Further particulars will be provided on request for an application pack.

The application package should include:

* Job description and person specification including the terms and conditions of employment and salary
* Equal Opportunities Monitoring form
* Application form
* Information on the organisation

###### Selection process

**Shortlisting**

After the closing date personal details will be removed from the application forms, which will each be given a code. Coded copies of the applications will then be circulated to the selection panel for assessment. Once these assessments are completed, the panel will agree a short-list of candidates for interview. A clear and transparent scoring system will be used to assess applicants, based on evidence of meeting the attributes required by the person specification (see [shortlisting template](#_Appendix_4d:_Shortlisting)). Any scoring anomalies will be reviewed by the panel. The highest scoring candidates will be invited to complete the remaining stages in the process. Shortlisting will be carried out by a minimum of 2 people to avoid any possibility of bias, one of whom would normally be the direct line manager and another should be the CEO. Other relevant panel members can be selected from inside or outside of the organisation.

All candidates (internal and external) should be assessed objectively against the selection criteria set out in the Person Specification, and only candidates who meet all the essential criteria should be short-listed. Assumptions about the qualities of internal candidates should not be made.

If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant, they must declare this as soon as they are aware of the individual’s application and avoid any involvement in the recruitment and selection decision-making process.

###### Interviews

Appropriate selection procedures must be used for each post. Procedures may vary, at its simplest this may involve a straight forward interview and skills testing. For more senior posts psychometric testing, presentations to the interview panel on a chosen topic and/or a series of individual interviews on various topics may be included.

Interview should normally be carried out by a minimum of two people, one of whom should be the CEO or the Chair in case of CEO recruitment. Usually people sitting on the shortlisting panel will also when available carry out the interview.

The interview will comprise questions linked to the attributes on the Person Specification and the Job Description. Each applicant will be asked the same questions. Applicants will be asked to expand on the evidence they have already provided in the application form to demonstrate that they have the outlook, skills, experience, personal qualities and qualifications to perform the tasks in the Job Description.

Presentations will only be used for specific vacancies. The presentation will be short and the subject matter directly relevant to the role. The presentation subject will allow further assessment of outlook and motivation, the content of the presentation will allow assessment of skills and experience, and finally, the delivery of the presentation will allow assessment of the candidate’s personal qualities and disposition.

Notes recording the salient points of the interview should be taken, ideally by the interviewers, so that they can refer back to these when assessing candidates against the person specification and making decisions.

Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be kept securely for a minimum of 6 months following the selection process.

###### Selection and appointment

Each member of the selection panel will have recorded scores for each candidate. Scoring anomalies between different members of the panel will be reviewed and may be the subject of adjustment. These scores will then be aggregated to give an overall score for each applicant. The applicant with the highest score will be offered the vacancy

The successful candidate will be contacted at the earliest opportunity. Unsuccessful candidates will only be contacted once the successful candidate has given a verbal acceptance of the conditional offer from the organisation

Unsuccessful interview candidates should be dealt with courteously and will, as a minimum, receive written notification of the outcome of the selection process.

Confirmation of appointment will be made when formalities have been completed, e.g. satisfactory references received, confirmation of right to work in the UK, satisfactory DBS check if needed etc. (See [Offer letter template](#_Appendix_4e:_Offer))

##### 3.2.2 Probation periods

###### Purpose

The purpose of a probationary period is to provide a framework for identifying and sorting out any early difficulties, which may occur in the performance of the job and to provide for early termination of employment if such difficulties are not resolvable during this period.

This policy aims to ensure fair, equal and consistent treatment of staff during their probationary period.

###### **The Probationary Period**

Probation is normally for a six months’ period, unless specified otherwise in the contract of employment. The probationary period may be shorter when the appointment is for a short fixed-term period of less than one year.

During the probationary period the line manager is responsible for ensuring that the following process and steps take place:

* the new employee receives a full **induction (see 3.3 Induction policy)**
* is allocated a buddy (see Buddy System Guidelines)
* any appropriate **training** takes place at the earliest opportunity
* management **expectations and performance targets** are made explicit and are understood by the new employee

###### Supervision Meetings

During probation, regular supervision meetings take place on a monthly basis (and more frequently if necessary).

During those supervision meetings, constructive feedback is given to the employee highlighting both achievements and areas of weakness using suitable examples. The employee is also encouraged to identify areas of difficulty and that ways of resolving these are clearly defined and agreed. The line manager should provide guidance, direction or instruction as appropriate. An honest assessment about the support that the line manager or others in the organisation can provide is stated to avoid building up unrealistic expectations. Notes of such meetings are drawn up and copies given to the employee.

Additionally, a **first** probationary **review, or mid probation review** takes place at three months (or less if shorter probation period is set) and a **final** probationary **review, or end of probation review** takes place shortly before the end of the six months’ period or at the end of the probation period.

In exceptional circumstances, the probationary period can be **extended** (for example, because of the employee’s sickness or other absence).

###### Probationary Reviews

The line manager is responsible for ensuring that the probationary reviews take place. In the case of the CEO’s probation, reviews will be carried out by the Chair who may choose to include other Board of Trustees members in the review meetings.

The reviews will cover work performance and expectations and will provide the basis for deciding whether to confirm employment at the end of the probation period. Management expectations and performance targets should therefore be explicit.

The criteria by which a probationary period will be assessed at the end of probation review, fall into three areas and are as follows:

1. **Work Targets** (or assigned duties and responsibilities, taking account of the job description)
2. **Person Specification Criteria** (taking account of any training that is needed to improve performance or to gain new skills
3. **General**

**Induction**

* understanding and promotion of the organisation’s work, role and post holder’s role within
* knowledge of organisation’s policies and procedures (in particular the Equality and Diversity policy, Health and Safety policy and Absence Management policy)
* understanding of voluntary sector and issues necessary for the post
* knowledge and contact with other organisations

**Relations**

* effective working with colleagues in the organisation
* sharing in departmental/team tasks and involvement in departmental/team planning
* asking for and offering support
* following management instructions and office procedures

**Work Practice**

* hours worked including time keeping (flexi deficit or accrual)
* promoting positive image of the organisation
* handling enquiries, external liaison
* working collaboratively.

The two reviews are separate and distinct from the regular supervision received during this period.

###### The Mid probation review

The mid probation review should take place at the end of the first three months’ probation period or in the middle of the time imparted in the contact. It is a meeting between the line manager and the employee to cover work performance to date. The aim is to review progress and expectations and set clear targets for the next three months. If there are concerns about the employee’s performance, he/she should be warned that their job is at risk if he/she does not meet the standards required. The employee should be encouraged to contribute views and ideas. To prepare, the employee should fill out the mid probation-review self-assessment form (see [form in appendices](#_Appendix_1d:_Mid-review)) and return it to his/her line manager five working days before the review.

The line manager will make a record of the meeting including any action agreed to resolve concerns and will provide a copy to the employee.

###### The End of probation review

The end of probation review must take place before the end of the probation period. It is a meeting between the line manager and the employee.

The meeting will cover work performance over the full probation period. It will take account of the mid probation review and any progress or problems following the last review. To prepare, the employee should fill out the End of probation-review self-assessment form (see [form in appendices](#_Appendix_1e:_End-review)) and return it to his/her line manager five working days before the review.

The manager will make a record of this meeting and provide a copy to the employee within five working days, together with written confirmation of the outcome of the probationary review - whether the employment is confirmed or not.

If the employee has failed to work well enough to pass the probation period in spite of any support and training provided, the action will normally be to dismiss.

If the decision is not to confirm employment, the employee will be entitled to one week's notice. The Organisation will provide a reference having regard to the facts and circumstances under which the employment was terminated.

###### Extension of Probationary Period

Only in very exceptional circumstances will the probationary period be extended for a further period of up to three months. Such extension cannot be for the purpose of dealing with poor performance. It is only acceptable where unavoidable circumstances have occurred. For example, where the employee’s approved absence during the preceding months has prevented her/him from achieving the standard of work performance required.

###### Dismissal

The Organisation’s full disciplinary procedure does not apply to probationary employees. However, in all cases the requirements as outlined in the ACAS Code of Practice on Disciplinary and Grievance Procedures must be followed.

The line-manager of a probationary employee will assess the employee’s performance through the probationary supervision and review process. Warnings will be given to employees prior to any final action being taken should there be concerns about performance or conduct.

Where the probationary employee is to be dismissed due to unsatisfactory performance or conduct, or in cases of gross misconduct, the employee will be notified in writing of the problem, the time and venue for the probationary review meeting, their right to be accompanied by a union representative or a work colleague of his/her choice and the potential dismissal outcome. A meeting will be held and the employee will be entitled to appeal.

If the employee wishes to appeal against the dismissal, he/she must do so in writing to the Chair within five working days of receiving written notification of the dismissal, stating the reasons for the appeal. Any documents submitted in support of the appeal must be attached.

Arrangements for the appeal hearing will be made by the Chair, who will ensure that a minute-taker is present. Where possible, at least two members of the Board will constitute an Appeals Panel, one of whom will be the panel’s Chair. It will exclude any who line-manage the employee and who made the decision, which is the subject of the appeal. The employee may be accompanied by a union representative or a work colleague of his/her choice at any appeal hearing.

###### Other

During the probationary period the period of notice will be one week on either side.

If across the board increases are paid following an annual salary review, no increase will be paid during the probationary period. Salary increments (if applicable) will be paid after successful completion of the probationary period and will be back-dated to the appropriate date.

Annual leave is accrued from the first day of employment. During the probationary period employees are expected to take leave equivalent only to the amount of leave they accrued. Public holidays are provided as they occur.

##### 3.2.3 Disclosure and Barring Service (DBS) checks

If the post you are recruiting to involves the employee working with children or other vulnerable people it is your responsibility to ensure that the person you recruit is suitable.

The Criminal Records Bureau (CRB) exists to help you check this. The role of the CRB is to reduce the risk of abuse by ensuring that those who are unsuitable are not able to work with children and vulnerable adults. You should be able to get this check done via an umbrella body. For details of this and how to proceed go to the Government’s website at <https://www.gov.uk/disclosure-barring-service-check> or call **0300 0200 190.**

### Appendix 1d: Mid-review probation form

**3 MONTH PROBATION – MID-REVIEW**

**-CONFIDENTIAL-**

**Name Date**

**REVIEW OF THE 3 MONTHS**

**PERFORMANCE AGAINST TARGETS AND OBJECTIVES**

|  |
| --- |
| Please outline your work tasks and targets as you see them  |
|  |
| How have you found performing these work tasks during the past 3 months? |
|  |
| What do you think you have achieved during the past months? |
|  |
| What do you think could improve on and how?  |
|  |
| Line manager's comments/action: |

**RELATIONS**

|  |
| --- |
| How have you found working with the rest of the team |
|  |
| Do you have any concerns/issues? |
|  |
| Line manager's comments/action: |

### Appendix 1e: End-review probation form

**PERFORMANCE AGAINST TARGETS AND OBJECTIVES**

|  |
| --- |
| What do you think have been your main achievements in the past 6 months? |
|  |
| What are the most important aims of your job? |
|  |
| How effective have you been in performing your work targets to meet these aims? |
|  |
| Does your job description broadly describe the work you do? If not, what needs changing? |
|  |
| Line manager’s comments/action: |

**INDUCTION AND SUPPORT**

|  |
| --- |
| Please indicate on a scale 1 (low) to 4 (high) your opinion of the quality of induction and supervision you’ve received: |
| What do you think could improve on induction and supervision?  |
|  |
| Line manager's comments/action: |

**RELATIONS**

|  |
| --- |
| To what extent do you feel a 'part of the organisation? How do you get along with the team?Please indicate on a scale 1 (low) to 4 (high): |
| If this is 1-2, what would improve it? |
|  |
| Line manager's comments/action: |

**SKILLS AND KNOWLEDGE**

|  |
| --- |
| Overall how do you think you have done during your probation? |
|  |
| What skills do you lack and/or want to improve on which would help you in your work? |
|  |
| Line manager's comments/action: |

|  |
| --- |
| What could you and your line manager do differently in the coming year that would help you in your work? |
|  |
| Are there any other issues you would like to raise which have not been mentioned? |
|  |
| Line manager's comments/action: |
| Additional comments, if any, from the line manager |

### Appendix 4: Job Description template

**JOB TITLE:**  **Title**

**REPORTING TO:** Title

**HOURS:**  XX hours per week

**SALARY**: £XY

**CONTRACT**: XZ

**Main Purpose of Job:**

* dfkjgh

**Main Tasks – Project Support:**

* sakguh

**Organisation Development:**

* sghg

**Network Support & Development:**

* dfgjkh

**General:**

* Promote the role of the organisation and support its overall aims and activities.
* Keep abreast of developments within the public and third sectors, paying particular attention to organisation development policies and good practice.
* Utilise the organisation’s website and social media as a tool for communication with all stakeholders.
* Maintain accurate records, complete quarterly monitoring and review the progress of all aspects of key areas of work.
* Respond to general enquiries from service users and the general public.
* At all times, work within the organisation's policies including Equal Opportunities, Health & Safety at Work and Confidentiality, and to observe the requirements of the Data Protection Act and Health & Safety legislation as required.
* Receive regular supervision from the post-holders manager and attend training courses as required.
* To work outside of normal office hours on occasional evening or weekends as required.
* Any other duties as requested by the post-holder’s manager that are commensurate to the post.

**Person specification:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Qualifications / Training** | **Essential** | **Desirable** | **Verified By** |
| Degree or above |  | ✔ | Application Form/Certificates |
| 5 GCSEs Grade C or above including English and Mathematics, or equivalent qualifications | ✔ |  | Application Form/Certificates |
| Other relevant qualification, e g NVQ/BTEC  |  | ✔ | Application Form/Certificates |
| **Knowledge / Skills / Abilities** |  |  |  |
| Experience of working in the voluntary and community sector. | ✔ |  | Application Form / Interview /References |
| **Communication**  |  |  |  |
| Able to communicate with partners in a clear, courteous and informative manner | ✔ |  | Application Form / Interview |
| Effective communication skills with a diverse range of people at all levels  | ✔ |  | Application Form / Interview |
| **Administrative**  |  |  |  |
| Good IT skills including the use of Microsoft Office or equivalent | ✔ |  | Application Form / Interview |
| Ability to work on own initiative  | ✔ |  | Application Form / Interview |
| **Other requirements** |  |  |  |
| Able and willing to work outside normal hours on occasion | ✔ |  | Application Form / Interview |
| Able and willing to travel within the district on occasion | ✔ |  | Application Form / Interview |

### Appendix 4b: Application form

Please fill in this form electronically and return to name and email together with the diversity monitoring form. The diversity form will be separated from your application before being considered by the recruitment panel, and will only be used for our diversity monitoring.

We can also accept application forms by post or hand delivery. Please type or write clearly (in black or blue pen) and send to name and address.

**Closing Date:** We will accept applications received by deadline.

**Personal details**

|  |  |
| --- | --- |
| Name |  |
| Address |  |
| Email |  |
| Telephone |  |

|  |  |
| --- | --- |
| Do you require a work permit to work in the UK? |  |
| If you do, do you have one? |  |

**I confirm that the information given on this form is correct and can be used as part of any subsequent contract of employment.**

You will be asked to sign this by hand when you come to interview, if you are shortlisted for interview.

**Education, training and qualifications**

Please complete all relevant education, training and qualifications in reverse date order, going back as far as GCSE level or equivalent.

|  |  |  |  |
| --- | --- | --- | --- |
| **School/College/University** | **Qualification** | **Grade** | **Date of completion** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Use the ‘tab’ key to add more rows if necessary.

**Work experience**

Please include both paid jobs and relevant voluntary work

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Employer’s name and address**  | **Job title and main duties** | **Salary** | **Start date (month)** | **End date (month)** | **Reason for leaving** |
|  |  | £ |  |  |  |
|  |  | £ |  |  |  |
|  |  | £ |  |  |  |
|  |  | £ |  |  |  |
|  |  | £ |  |  |  |

Use the ‘tab’ key to add more rows if necessary.

**References**

Please give the names of two referees who know you in a professional capacity. One should be your current/most recent employer.

|  |  |
| --- | --- |
| Name |  |
| Job title |  |
| Company / organisation |  |
| Capacity in which known |  |
| Current phone number |  |
| Current email address  |  |

|  |  |
| --- | --- |
| Name |  |
| Job title |  |
| Company / organisation |  |
| Capacity in which known |  |
| Current phone number |  |
| Current email address  |  |

**Statement in support of application**

Please outline why you feel you are suited to this position. Please address all the points in the person specification and refer to examples in your experience. Please use no more than two pages.

### Appendix 4c: Diversity Monitoring Form

The organisation is actively committed to promoting diversity and equality of opportunity in the recruitment and conditions of service of its staff.

This form will be separated from your job application, and we will only use this information for monitoring diversity in our organisation. This information will not be seen by the shortlisting panel.

It will not count against you if you do not wish to complete this form.

|  |  |
| --- | --- |
| Name |  |
| Job applied for |  |
| Date |  |
| Gender |  |
| Ethnicity |  |
| Do you consider yourself to be disabled?  |  |
| Where did you see the job advertised? |  |
| Do you feel that the application process has in any way put you at a disadvantage? If so, please state how.  |  |

### Appendix 4d: Shortlisting grid template

**Short listing grid**

**Job Title: Title**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Must Have in blackDesirable in blue | **Exceeds Criteria****5** | **Fully meet criteria****4** | **Almost meet criteria****3** | **Weak match against criteria****2** | **Fails to meet criteria****1** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

### Appendix 4e: Offer letter template

Name

Address

 Date

Dear First Name

**Re: Title**

I am pleased to inform you that I would like to offer you the post of Title at the organisation subject to satisfactory references. I would appreciate it if you could encourage a quick response from your referees.

Your salary will be £Salary for XX hours per week to include flexible working. In addition to this we offer up to X% matched employer contribution pension scheme. or Your employment is offered on a fixed term basis until XX. Your probationary period will be for 6 months after which termination of employment will require a 4 week notice period.

Your holiday entitlement will be XX days including bank holidays.

Your start date will be Date.

Please can you confirm in writing via the post or email your acceptance of the post.

Yours Sincerely

Signature