



Recruitment policy and practice

Introduction

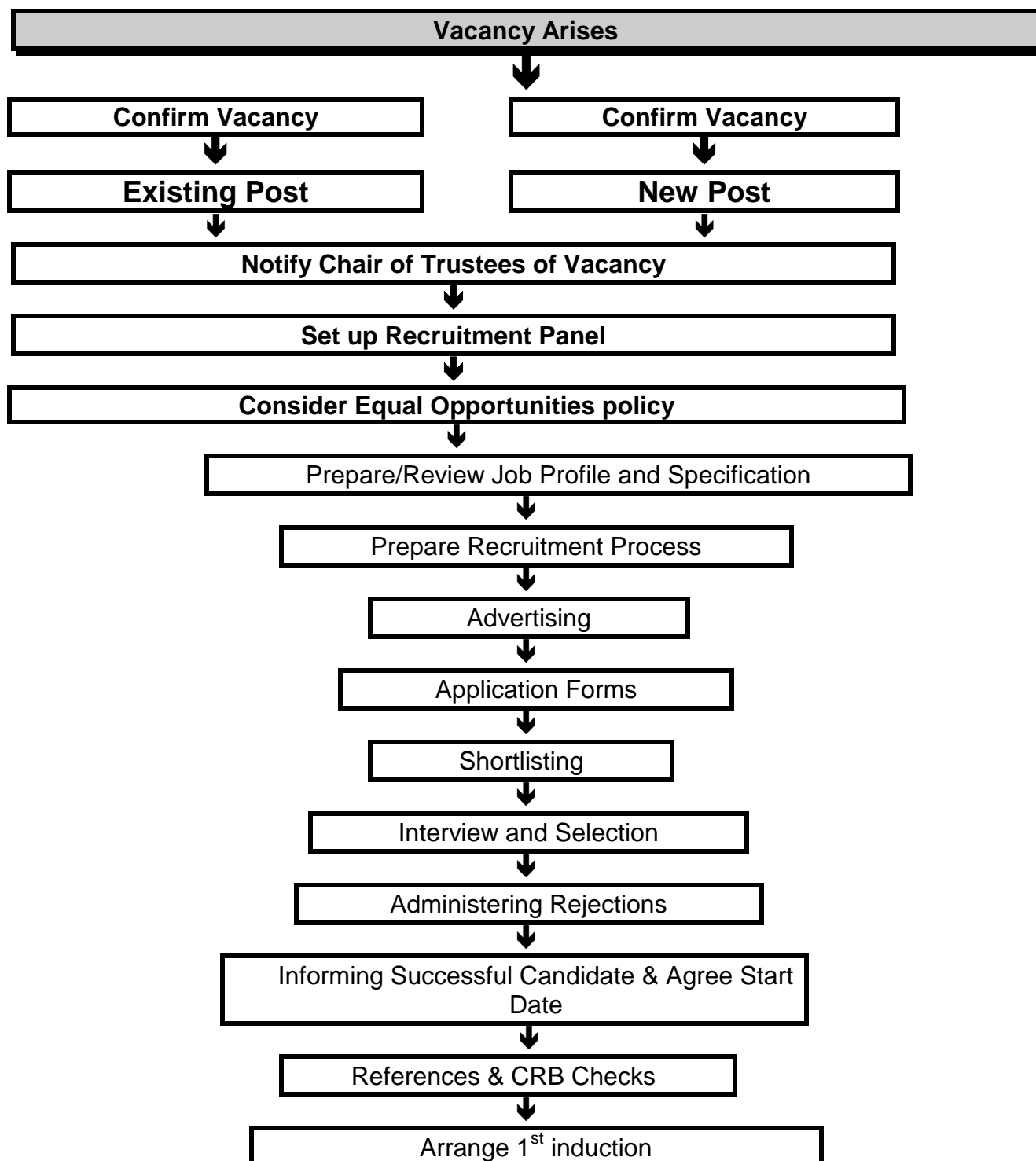
There is a need to have a clear policy and workable practices to ensure that recruitment of staff is legal, fair, encompasses good practice, takes into account the Equal Opportunities Policy of Just42 Ltd and is consistently applied.

This policy and practice will be followed through for recruitment to all permanent posts, except where exceptional circumstances prevail. In these cases, the reason for not following the policy will be approved by the Charity Manager, communicated to the Chair of Trustees and explained to staff prior to any action been taken. The principles and procedures contained within this document will also be followed for temporary posts.

The whole recruitment process should be followed through by the same group of staff/managers/Directors/external 'experts' in order to ensure consistency of approach. Where possible we will involve young people in this process.

PROCESS

The recruitment process within the Organisation will generally follow the following guidelines.



The above are described in further detail in the subsequent sections of this manual.

Recruitment and selection procedure

Job Profile

All posts will have a full job profile prepared, detailing:-

the job title
salary
work location
accountability
responsibility
the main function(s) of the post
working hours
a full description of the duties

It is recommended that the Just42 Ltd format detailed be followed. The Job Profile should be kept up to date, which will involve regular reviews between the postholder and line manager.

Person Specification

From the job profile a person specification can be drawn up. This will detail the minimum:-

Qualification
Experience
Knowledge
Skills and Abilities
Other

required by the postholder. The majority of these will be essential requirements, but there may also be some desirable criteria. The criteria will be listed in the order of importance.

Essential criteria are those without which the postholder could not undertake the job. Desirable criteria are additional areas which the postholder will need to have, but not necessarily in order to be appointed. The criteria must be fair and not contain any element which could be discriminatory.

Because the minimum essential requirements are stated in the person specification, they must be met for an individual to be considered for interview/appointment (otherwise they cannot be considered an essential requirement of the post).

Note: Both the Job Profile and Person Specification will be prepared by the line manager in conjunction with the Charity Manager. This will ensure consistency of standard and style across the organisation.

Preparing the Recruitment Process

The recruitment schedule should be carefully planned and timed, bearing in mind the following factors:

leaving date of previous incumbent in the post
the preferred date for the start of the new appointee. If this is a new post the date may be influenced by budget considerations
dates for advertising taking account of the issue dates of monthly and weekly publications
closing date and time for applications
shortlisting
interviews and selection
rooms to be used and their availability

Advertisement

Careful consideration needs to be given to the wording and placement of the advertisement. The content of the advertisement should be based on the Job Profile (main function of the post) and Person Specification (detailing the main appointment criteria).

If positive action is being used (specifically a female/male worker or an ethnic minority worker) then the appropriate legislative reference should be detailed.

Informal discussions and visits by interested applicants will not be offered, unless all applicants have this opportunity (most likely at interview stage). However, information sought by an applicant will be responded to.

When placing advertisements, reduced costs should be negotiated with the journal, particularly a charity discount, VAT exemption and early payment discount.

Advertisements should contain the following:

job title
Just42 Ltd details, including charity number and logo/strapline
broad aims and responsibilities of the job, including safeguarding procedures
qualifications required and expected level of experience
must distinguish between the essential and desirable attributes
salary and benefits
manner in which applications are to be made
a closing date
how to apply

Application Form

The Just42 Ltd Application Form will be used as standard for all posts.

Monitoring Form

All recruitment exercises within the Organisation (paid staff, volunteer and Board Member) will be monitored at each stage. The information, once collated anonymously will identify

the effectiveness of the Equal Opportunities and Recruitment procedures. The monitoring form will be removed from the rest of the application after the closing date and the forms cross-referenced. The monitoring forms will not be available to the recruitment panel.

Rehabilitation of Offenders

As Just42 Ltd works with young people, it is appropriate to ask all applicants to declare criminal convictions. This is permitted under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975. A separate form will ask for details of criminal convictions (current and 'spent'). This will only be made available to the line manager in the event of an appointment being considered.

All prospective employees/volunteers will have to go through the enhanced CRB checks.

Application Pack

The following are standard items that will be included in the Application packs to be sent out or made available to applicants:-

Application form

Job Description

Person Specification

Current Annual Report

Staffing Diagram

Equal Opportunities Monitoring Form

Location Map

and any other items the departmental manager deemed necessary to include.

Closing Date

The advertisement should be allowed to run for a minimum period of two weeks, to allow time for individuals to request an application form and to return it within the time scale stated. No returned applications should be considered until after the closing date.

Applications will be recorded when received, and the response to journals monitored. The Equal Opportunities Monitoring and Declaration of Convictions Forms will be removed from the application form prior to shortlisting.

Shortlisting

The shortlisting and interview panel should comprise the same people. If this is not possible, then at least a core majority should be involved in both parts of the process. Panel members must have sufficient knowledge of the area of work of the post to be able to assess the applications.

The panel will shortlist on the criteria indicated on the Person Specification. All members of the shortlisting panel should have the opportunity of reading the applications fully to assess whether each applicant does or does not meet the criteria (both essential and desirable).

A form (copy attached) has been prepared to enable consistency of approach. The form will detail the selection criteria which can be judged from the application form. Only the information contained in the application form can be considered. Any personal knowledge of an applicant or information which is implied cannot be considered.

Once each member of the shortlisting panel has had the opportunity of reading all the application forms and has reached their own decision about whether or not to shortlist each applicant, the whole panel should meet together to finalise the shortlist.

Panel members must declare their knowledge of any of the applicants to the other panel members. Initially, the panel should consider only the essential criteria, and where there is full agreement that an applicant meets the criteria, they should be called for interview. Where there is full agreement that an applicant has not met the essential criteria, it should be confirmed what areas it was considered that the applicant failed to adequately meet (for feedback if requested) and the application rejected.

The shortlisting meeting should also meet to determine any pre-interview tasks/tests and the interview questions. Panel members, particularly the line manager, should come to the shortlisting meeting having prepared some question areas for consideration.

Shortlisted Candidates

Shortlisted applicants must be informed by phone at first before sending a confirmation letter. All care must be taken to arrange convenient times for each applicant but this may not always be possible.

Shortlisted candidates must also be reminded at this stage that they must bring two forms of proof of identity with them to the interview. At least one of these must have a recent/recognisable photograph of the person on it. The other should be proof of their address e.g a recent utility bill.

If proof of their right to work is required it should also be produced at this stage.

Additional information can be supplied to shortlisted candidates, and this should be sent with sufficient time for it to be read.

If applicable, tours of Just42 Ltd project(s) should be arranged. Information gleaned by the 'guide' must not be passed on the panel or used in the decision-making process.

Suitable rooms should be booked for tasks/tests. The interview candidate should be seated at the same level as the panel (unless someone needs to sit on a particular type of chair).

Selection Tasks (*if applicable to post*)

For many posts it may be appropriate to set pre or post interview tasks or tests. For example, it is quite appropriate to ask someone being considered for a typing job to undertake a typing test, or for an Accounts Officer to be sent some financial information or a scenario and to ask them to prepare a report or comment on the information. These can then assist the interviewing panel in measuring how well a candidate meets the appointment

criteria. The time allocated to pre-interview tests significantly reduces the time spent during the interview covering the same question areas.

Selection tasks and tests must be very carefully designed to ensure that they are job related, fair, can be managed within the time set, applied consistently and are measurable. If 'failing' at a test means that the candidate does not go forward for interview, shortlisted applicants must be informed of this possibility.

Interviews

If a task has been set for the applicant to bring to the interview, sufficient information must be supplied to enable the task to be completed, or if personal research is required, that sufficient time is given for this to be undertaken.

The interview panel should comprise the same members as the shortlisting panel.

A panel of three people will interview applicants and where possible try to have a panel incorporating a balance in gender, race and specialist knowledge of the job. Applicants should be informed if more than 3 people will be involved in any part of the interview process and the reason for this.

Question areas must relate directly to the person specification and no new criteria can be introduced at this stage. All interview candidates must be asked the same question areas, although the way the question is asked may be amended slightly to reflect the differing experiences of the candidates. Supplementary questions on the same question area to clarify or go into more depth are acceptable. Question areas outside of the appointment criteria cannot be used to assess the suitability of the candidate, however interesting the information given. On no account must questions be asked which may be discriminatory, directly or indirectly.

It is the responsibility of the panel chair, who will normally be the line manager for the post, to ensure that the interviews are consistent and run as near to time as possible.

All the criteria on the personnel specification must be tested, whether from the application form, by direct question or task/test performed.

Each panel member should keep notes of the interview . An Assessment Form is enclosed for panel members to rate their scoring of each applicant on the various questions asked. The scoring is based on a scale of 1-10 with 10 been excellent and 1 been poor.

At the end of the interview, when a decision has been reached on who to appoint, all interview notes, scoring sheets, copies of application forms etc must be passed on to the Information Manager for processing appropriately in accordance with the Data Protection Act.

Making the Decision

At the conclusion of all interviews the panel will discuss each candidate, total up scoring sheets and judge the responses to questions in order to assess whether each candidate has

met all the essential criteria or not. The panel are matching the candidate to the person specification, not comparing one candidate to another.

Where it is agreed that a candidate did not meet the essential criteria and therefore cannot be considered for appointment, notes should be made on their application form detailing the reasons for non-appointment.

Where there is only one candidate, this person should be offered the post. If there are more than one candidate who meets all the essential criteria, the desirable criteria should be examined and the candidate who meets most of the desirable criteria should be the successful applicant.

It must be clear on the interview notes why a particular candidate was selected for appointment and why the others were not, in case there is an enquiry from one of the candidates as to why they were not selected. The panel notes and summary will be kept in case feedback is requested by an unsuccessful candidate.

Where more than one candidate meets all the essential and desirable criteria, the criteria should be examined more closely to ensure accuracy and fairness.

Where more than one candidate is considered suitable for appointment, the unsuccessful candidate(s) can be held as reserve candidates should the successful candidate not take up the post, or if another identical post becomes vacant. The 'reserve' candidates can be held for a period of three months. If a vacancy occurs after that time, the recruitment process should commence from scratch.

Offering the Post

The line manager should make contact with the selected candidate. A provisional start date should be agreed with both parties during this phone call. Any offer of appointment is subject to receipt of satisfactory references and to satisfactory medical clearance (if applicable) and CRB check.. The verbal offer will be followed up with an offer letter.

References

References should be used only to confirm an offer of appointment. They must not be used as a basis for selecting the appointee from a number of possible candidates. A poor reference should be queried by the line manager and this can be a reason for withdrawing an offer of appointment.

Appeal Process

Both successful and unsuccessful candidates are able to request and to receive feedback on their application form, tasks/presentation and interview. This should be provided by the line manager present during the interviews. They can also request to see any written notes.

Where a candidate considers that they have not been dealt with fairly, at any stage of the recruitment process, their complaint must be put in writing, initially to the Charity Manager. If

the Charity Manager has been involved in the recruitment process, then the matter will be referred to the Chair of the Trustees.

Note: All documentation relating to the recruitment process will be retained following completion of the process for a maximum period of six months, following which all papers will be destroyed as confidential waste.

Induction

Line manager to arrange full induction programme.

Policy Verification

A three-person task group comprised of Board members will make a personal inspection of the appropriate premises, procedures and records on an two-yearly basis

<i>Date Adopted</i>	<i>Dates amended</i>

Just42 Ltd

INTERVIEW ASSESSMENT SHEET

[Post]

Name	Qualification	Experience	Knowledge	Skills Abilities	& Others	Tests	Comments

Scoring on a scale of 1-10

1 = does not meet at all

10 = meets completely

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INTERVIEW CANDIDATE SUMMARY SHEET

Post:

Candidate _____ Interview Date

Interview Panel:

Decision: Candidate Appointed/Unsuccessful/Reserve Candidate

Reason(s) for decision:

Candidate informed of decision? Yes/No When and by whom?

Offer subject to receipt of satisfactory references, medicals and Disclosure? Yes/No

Any special instructions?

Appointment authorised by _____ Date (signed) _____

Follow-up Action:

Contract issued (date)

References requested (date)

First day of service arranged for