

## OPERATIONAL PROCEDURES

ISSUE: 1	PAGE:	DATE: March 2009	SECTION: 9.4
RESPONSIBLE MANAGER: Director of Human Resources		APPROVED BY:	
TITLE: <b>Recruitment and Selection</b>		Review due:	
<b>PURPOSE</b>			
<p>To ensure all Recruitment and Selection activity is carried out fairly and consistently in line with company policies, including Employment Clearance, Equality &amp; Diversity in Recruitment, Employment of Individuals of School Age, Appointments and Secondments.</p> <p>To comply with the Employment Rights Act and the Disability Discrimination Act 1995.</p>			
<b>SCOPE</b>			
Human Resources Administrator, Human Resources Co-ordinator, Human Resources Manager, Head of Recruitment Panel			
<b>RESPONSIBILITY</b>			
All staff within the Human Resources team and Heads of Panel must ensure that anyone involved in the Recruitment process adheres to the Recruitment & Selection procedure			
<b>DOCUMENTS</b>			
<p>Application Form, Paper Copy, Electronic Copy, On-Line            Vacancy Management Form 9.48            Short listing Form – Pre Interview 9.415            Composition of Interview Panel &amp; Process 9.41            Head of Panel Summary Sheet 9.410            Head of Panel Checklist, Guidance Notes, Vacancy Sign Off - New            Candidate Assessment Form 9.45            Assessment Guidance Notes 9.44            The Young People’s Questions &amp; Score Forms - New            Scoring Guidance Notes - New Candidate Identity Checklist Form - New            Vacancy Analysis 9.46            Internal Reference Request 9.411            External Reference Request Form 9.412            Default New User Profiles 9.414            Notification of Secondment 9.413</p>			

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<b>PROCEDURE</b>			
<p><b><u>Pre-Interview</u></b></p> <ol style="list-style-type: none"> <li>1. Once a vacancy has been identified approval to fill the vacancy can only be given by a member of the Senior Management Team (SMT). The Manager must determine the exact specification of the vacancy e.g. terms and conditions and any other arrangements for the vacancy. This form will then be passed to the Human Resources Department who will process the vacancy. A Head of Panel should be appointed to manage this vacancy in conjunction with the Human Resources Department. The Head of Panel must have undertaken the Safer Recruitment Training Programme.</li> <li>2. An advert will be prepared by the Human Resources department. If it is an external vacancy then the advert may be prepared by an external advertising agency. The costing for the external advert must be approved by a member of SMT. Where appropriate, all vacancies will be advertised on the Intranet and Internet. All partner agencies may also be contacted so our adverts are in wide circulation. Please note all recruitment adverts must include a Safeguarding Statement.</li> <li>3. All adverts must adhere to timescales that are included in the guidance document at the back of the Vacancy Management Form. Please note closing dates for applications can only be extended by the Head of Panel. Under no circumstances can a closing date be extended for an individual applicant.</li> <li>4. All applicants will be encouraged to apply via the online Application Form facility on the Internet and Intranet. No written applications and/or CV's will be accepted as an application. A note will be made on the advert that if an applicant is unable to apply on line then they must contact the Human Resources Department who will issue an application pack. The online Application Form facility and application pack will incorporate: <ol style="list-style-type: none"> <li>a. Application Form</li> <li>b. Terms and Conditions</li> <li>c. Job Description</li> <li>d. Person Specification</li> <li>e. Executive Summary</li> <li>f. Management Organisation Chart</li> <li>g. Code of Conduct</li> <li>h. Safeguarding Procedure</li> <li>i. Employment Clearance Procedure</li> <li>j. Recruitment of Ex-Offenders</li> </ol> </li> <li>5. The Human Resources Department will collate all applications and after the closing date will conduct a first stage pre-shift exercise to review relevant qualifications, experience, and gaps in career history, medical details, CRB disclosures and any other relevant areas for the Head of Panel to explore at interview.</li> <li>6. The Head of Panel must then complete a further in-depth short-listing of applications exercise by completing the Short-listing Form 9.415 for each</li> </ol>			

candidate. A minimum of two people must complete the short-listing exercise and all short listing must be made against the criteria as set within the Job Description and Person Specification for the role. The Human Resources Administrator will arrange this.

7. If an overseas applicant applies, Human Resources must check the details and validity of the work permit with the Home Office.
8. The Human Resources Administrator will check all applications for applicants who have declared a disability. If they have a declared disability and meet the essential criteria, the Human Resources Administrator/Co-Ordinator will ensure the Head of Panel has short-listed these applicants.
9. The Human Resources Administrator/Co-Ordinator will also check the application form and record where the applicant saw the advert and record their ethnic group for statistical and Equal Opportunities monitoring purposes.
10. The Head of Panel must consider appropriate plans for candidate assessment. Interviews will be arranged by the Human Resources Administrator only when all sifting/candidate paperwork has been completed and returned by the Head of Panel.

### **The Interview Process**

1. Depending on the type of role and number of positions to be filled the interview process must consist of two or more of the following: -
  - Pre-sift exercise/assessment activity
  - First stage interview and Young Person's Panel
  - Testing/Presentation/Exercises/Interactive activities
  - Second Stage Interview
  - Assessment centre (which will consist of most of the above for larger scale recruitment)
2. All interviews will consist of a competency/behavioural-based interview, and will consist of a mix of technical, behavioural, application form based probing and safeguarding questions. The interview may also involve a Young Persons Panel, written exercise, presentation or case study. Depending on the type of post see Form 9.41 Composition of Interview Panel and Process, standard questions for each post are available from the Human Resources Department. Interview Panels should consist of a minimum of two interviewers, and should ideally consist of 3 or more. At least one of the interview panel members MUST have been trained on Safer Recruitment. Where possible a member of the Human Resources Department will participate on the interview panel.
3. It is vital a thorough assessment of candidates ability is explored, therefore additional assessment other than a one to one interview must be organised. Wherever there is uncertainty between a few candidates a second interview should be arranged.
4. An Interview Pack will be sent to the Head of Panel. This packs will include:
  - a. Schedule for the day
  - b. Copies of Application Forms/Job Description

- c. Person Specification
  - d. Terms and Conditions
  - e. Questions and Candidate/Interview Assessment Form
  - f. Young Person's Questions and Score Forms
  - g. Candidate Identity Check Form
  - h. Details of other assessments
  - i. Head of Panel Summary Sheet
5. The Human Resources Administrator will contact by letter or telephone all short listed applicants with the interview details requesting confirmation of their attendance. If for any reason an applicant is unable to attend or withdraws their application then the Head of Panel will be informed and the interview arrangements will be amended accordingly.
6. The selection process will have several distinct parts:
- a. Examination of the application form against the Person Specification and Job Description.
  - b. Examination of employment history any gaps, CRB disclosures.
  - c. The interview performance against key set competency questions.
  - d. Where applicable, the interview performance for the written exercise, role-play, case study and presentation.
  - e. Identity documentation checks and proof of qualifications presented at interview.
7. All panel members must record their interview notes and scores accurately on the Interview/Candidate Assessment Form. The Head of Panel must complete the Summary Sheet, which collates all the panel members scores of each candidate and check all Candidate Assessment Forms for accurate completion. Candidates will be asked to provide proof of qualifications and identification documentation to their interview. The Head of Panel should check these documents and record details on the Candidate Identify Check Form.
8. The Head of Panel will ensure all scorings are consistent for the successful applicant. The HR Department will contact by telephone the successful candidate and confirm their willingness to accept the post. Under no circumstances should an unconditional offer be made to any applicant. The successful applicant is unable to commence employment until all necessary Employment Clearance checks are returned to the Human Resources Department. The job offer is also conditional on satisfactory employment clearance. Part 5 of the Vacancy Management Form must be completed and signed by the Head of Panel and passed to Human Resources Department for processing. All unsuccessful applicants will be notified by letter and offered the opportunity for feedback to be given by the Head of Panel
9. Once all Interview documentation is returned by the Head of Panel an offer letter will be sent to the successful applicant. The offer letter will include, Particulars of Employment and an ICT Security Policy, and all necessary Employment Clearance Documentation for completion. Human Resources will check the return of all documentation via an internal checklist.

#### **Post Interview**

1. Once the new starter has returned the ICT Acceptance Form, Human Resources will pass this to IT. It will then create a base user account as per the

Default New User Profiles. IT will forward details to the Line Manager.

2. Once Human Resources have received all satisfactory Employment Clearance Documentation they will notify the Line Manager who will then arrange the start date with the individual, and Human Resources will then write to the individual to confirm this start date.
3. Human Resources, in conjunction with Workforce Development Team, will then forward to the Line Manager a copy of the Induction Booklet, the New Starter Information Booklet and the Health & Safety Booklet for them to start planning induction activities.
4. The Head of Panel will ensure all panel members interview notes are compiled and returned to the Human Resources Department immediately. Written offers of employment will be withheld until all recruitment documentation has been returned to the Human Resources Department.
5. A Vacancy Analysis will be completed by the Human Resources Administrator and reviewed as part of the Management Information Reporting process.
6. On acceptance of the position the Human Resources Department will set up the individual on the Human Resources database and Payroll System and add all relevant details including linking the new staff member to the relevant post if they occupy a designated Contact Point User post. This should be completed within five working days of the offer of employment being accepted

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**Role of Young People in Recruitment**

1. Wherever possible Young People should always be involved in the interview process and the Head of Panel is responsible for organising them. The requirement for Young People's involvement in recruitment should be highlighted on the Vacancy Management Form to enable the Head of Panel time to organise in time for the interview process.
2. Whenever possible, it is recommended the following Young Person's involvement applies as below according to the type of assessment organised:-

RECRUITMENT STAGE	YOUNG PERSON'S INVOLVEMENT
First Stage Formal Interview Panel <i>Or</i> Second Stage Interview Panel	One Young Person to be included on the main interviewing Panel <i>(Their questions can be added to the main Interview Assessment Form and they should score their own questions)</i>
Assessment Centre <i>Or where separate panel is more appropriate</i>	Separate Young Person's Interview Panel 3-4 young people required <i>(Young Peoples Questions and scoring sheets can be used)</i>
Assessment Centre	Young people involved in participating in and assessing candidates with an interactive group exercise, numbers dependent on activity.

3. The Head of Panel is responsible for liaising with the and the Youth Work Strategy and Development Manager to organise the Young People for recruitment.
4. The Head of Panel is responsible for briefing the Young People on the post and scoring methods and will jointly decide the format of the Young People's involvement in the interview process.
5. The Head of Panel must ensure all young people on the panel are issued with a statement about Data Protection this must be signed by the Young Person prior to interview.
6. The Young People should be given the opportunity to decide on what questions they would like to ask candidates and these should be incorporated either into the main panel's Interview Assessment Form or using The Young People's Questions and Score Forms.
7. After all interviews have taken place, the Young People's views should be reviewed by the Interview Panel and their scoring recorded on the Head of Panel Summary Sheet.

8. The Youth Work Strategy and Development Manager is responsible for identifying young people to be involved in recruitment and delivering training to them.

### **Role of Head of Panel**

1. The Head of Panel should be identified and recorded on the Vacancy Management Form as soon as a vacancy occurs. They are responsible for managing the vacancy with the Human Resources Department.

The Head of Panel is responsible for: -

2. Ensuring applicants are sifted for interview in a fair and consistent manner, ensuring all other employees taking part in the sift process are fully briefed on the role and sifting criteria.
3. Ensuring the Interview and Assessment Process is well managed and fairly conducted, ensuring that panel members are fully briefed on their roles and responsibilities within the interview/assessment.
4. Organising young people to take part in the interview or assessment centre.
5. Ensuring all recruitment materials are safeguarded due to the requirements of protecting applicant's personal data, all recruitment materials should be returned to the Human Resources Department before any offers of employment are made.
6. Ensuring all those involved in the recruitment process are briefed on confidentiality of data and any declarations of interest for both employees and the young people are identified (for example if any applicants are known to them).
7. Ensuring the Head of Panel Checklist and vacancy signoff is completed to confirm the vacancy has been managed in accordance with the procedures, no offers of employment should be made until the Head of Panel is certain the recruitment process has been dealt with appropriately.

### **Internal Recruitment Process**

1. Where appropriate, the same recruitment and selection process will be followed for all internal appointments to new positions.
2. Where a member of staff leaves a role that is a designated Contact Point User role, and they are appointed to a role which is not a designated Contact Point User role, the Human Resources Department will notify the IT Department and asked the member of staff to return their Contact Point Access token to the IT Department within five days of them taking up the new position.
3. The IT Department will withdraw the members of staff's access rights on the date their new position commences.

## **STANDARDS**

1. All staff involved in recruitment and selection should attend a Safer Recruitment Training session issuing them with a "Licence to Recruit". This training will

cover the standards and procedures expected and principles of safer recruitment. At least one panel member and the Head of Panel should be trained on Safer Recruitment before interviews can commence.

2. All recruitment activities will be in accordance with current employment legislation and other internal procedures.
3. All recruitment materials need to be handled securely and personal data protected during the recruitment process.
4. If paperwork is not returned to the Human Resources Department then this will delay the recruitment process and will delay any offers of employment.
5. The Vacancy Management Form is the control document for this procedure and all parts will be completed and signed by the Head of Panel.
6. All vacancies will be advertised internally via the Internet.
7. All recruitment activities must be in accordance with safeguarding policy and practices.
8. All recruitment materials for unsuccessful applicants need to be retained on file within the Human Resources Department for a period of 12 months
9. **Safeguarding During Recruitment: -**
  - Ensure all short listed applicants have a face-to-face interview.
  - Applicants are asked specific questions examining attitudes towards children and young people, avoid scenario-based questions, explore candidate's experiences and probe questioning relating to this.
  - There is sufficient scrutiny of the information provided by applicants such as references, gaps in employment or educational history.
  - Discrepancies and qualifications are checked and followed up.
  - Ensure all posts that include working with children and vulnerable adults are subject to an Enhanced Disclosure from the Criminal Records Bureau and create a 3 year rolling programme.
  - Ensure all application forms assist a safe and robust recruitment system.
  - Regularly review job description and person specifications.
  - Ensure when a positive CRB check is received decisions are made at the highest level and are handled consistently via the CRB Procedure.
  - Ensure appropriate training programme is undertaken by those responsible for recruitment and selection.
  - Be aware for overseas applicants, the CRB checks do not details offences committed abroad but we can ask for a certificate of Good Conduct from their home police force or embassy.
  - New recruits should not commence work until all employment clearance checks have been completed.
  - Where a CRB has not yet been returned and an employee commences employment they MUST be supervised at ALL times.

## **EVALUATION AND REVIEW**

### Key Indicators

1. Reporting of Vacancy Analysis as part of Human Resource Management Information
2. Vacancy Tracker Sheet

### Evaluation Procedure

1. Human Resources Management Information

## 2. Vacancy Analysis

### Review Mechanism

3. The Director of Human Resources and Human Resources Manager will review the recruitment and selection procedure on an annual basis.