



RECRUITMENT POLICY AND PROCEDURE

1. INTRODUCTION

We are committed to constantly improving the performance and efficiency of the organisation by attracting and recruiting the best candidates available for the job. This Policy and Procedure provides the organisation with a set of recruitment and selection practices for the effective resourcing of employees in an efficient and fair manner.

2. POLICY STATEMENT

We will recruit the best person for each vacancy regardless of age; colour; physical and mental impairment; marital status; health; nationality; ethnic origin; religion; sex; sexuality; HIV; or other grounds of unfair discrimination.

This Recruitment Policy and Procedure is designed to give all sections of the community the opportunity to apply for a vacancy and to ensure that throughout the process, people are judged on merit only, without direct or indirect discrimination. Each applicant's skills, abilities and relevant work experience will be considered.

It is our policy that line managers in conjunction with the Directors and/or the HR Advisor are responsible for recruitment. However, all employees concerned with the recruitment and selection of temporary and permanent employees must be familiar with this Policy and Procedure and ensure that they comply with the procedures, whether in a management or specialist role or by providing administrative support to a manager concerned with recruitment.

Internal candidates may apply for vacant posts, but in line with our Equality and Diversity Policy, each candidate will be considered on an equal basis - on merit only. Unsuccessful candidates will be given feedback and their line manager will offer support as appropriate in this situation. Where an internal applicant is offered a job with an overlapping pay scale, for reasons of staff retention, the employee will remain on the same level of pay if this is higher than the start of the new pay band and included in the new pay band. If their current rate of pay is higher than the top of the new pay band they will go to the top of the new pay scale.

Where the job of an existing member of staff is upgraded, the job would normally not be advertised.

All staff and young people involved in recruitment must comply with our Equality and Diversity Policy.

3. JOB DESCRIPTION & PERSON SPECIFICATION

Where the post is new, the Job Description (JD) and the Person Specification (PS) will be drawn up by the line manager of the post, the Director in charge of that function, and HR Advisor, if required. If the post already exists, the JD and PS will be reviewed as and when vacancies arise, if not before. This review will be the responsibility of the line manager for the post and the Director responsible for that



function. The JD will detail all the responsibilities and tasks that make up the job. The PS will list all the essential skills, knowledge and experience necessary to do the job.

4. ADVERTISING

All vacancies will be advertised internally and externally simultaneously. The following is a non-exhaustive list of example circumstances in which the Chief Executive may waive the need to advertise:

- Where a post becomes vacant at short notice, the Chief Executive may make a temporary appointment outside the requirements of this Policy and Procedure.
- If short term or temporary work of up to 9 months becomes available, or a vacancy arises as a result of maternity leave, the Chief Executive will consider whether an appointment needs to be made outside the requirements of this Policy and Procedure, removing the need for advertising.
- Where a member of staff is employed on a fixed term contract and the post becomes permanent or the temporary contract is extended, the permanent post may be offered to the member of staff or advertised internally. If the post is advertised internally, all applicants will be assessed using the same process as when an external appointment is made.
- Where a post becomes vacant within six months of a round of recruitment for the same post and there is a suitable candidate who fulfilled all the essential requirements during the first round of recruitment, the post may be offered to this applicant, subject to satisfactory references and CRB check and re-interview (where necessary). All suitable applicants who reached the required standard but were unsuccessful at interview stage (because of a higher scoring candidate) will be notified by letter that their application will be considered should a post become vacant again in the next six months and an offer of employment may be made.
- As part of our commitment to staff development and retention, internal secondments and opportunities to act up may be offered to existing staff where appropriate, where there is a clear business case to do so. Before applying for a secondment/acting up role, all applicants should seek release from their current post. Applicants should speak to their line manager who may decide to seek further input from the Director responsible for that department before they make their decision. Where staff are seconded or acting up to a permanent vacancy they may be confirmed in post without an external recruitment process taking place if it is in the best interests of the organisation. All such confirmed appointments will require the approval of the Chief Executive.
- Where the provision of service would be severely adversely affected if this Policy and Procedure were to be followed.

The advertisement will contain the following information:

- Post title
- Salary
- Hours (if known)



- Holiday entitlement
- Employer's pension contribution
- Place of work
- Brief summary of job purpose and tasks
- Closing date
- Interview date (if known)
- Reference to Independent People being an equal opportunities employer / statement of intent to improve under representation of minority groups.

We will advertise the post as widely as practicable in order to attract candidates from under-represented/and disadvantaged groups. All advertised posts will be considered for placement in:

- Bristol Evening Post
- Voluntary Sector newsletters / mailings/web sites
- National Housing publication
- Bristol City Council Jobs Bulletin
- Job Centres
- Big Issue
- Independent People's web site
- Community points

A job pack will be available to all applicants. This will include:

- Covering Letter
- Job Description
- Application Form
- Person Specification
- Annual Report for senior management posts
- Equal Opportunities Monitoring Form and envelope
- Summary of Terms & Conditions of Employment
- Equal Opportunities Statement
- Recruitment Policy
- Disclosure Policy

5. SELECTION METHODS

5.1 Short-listing

Short-listing will always be carried out by at least two people. These may be staff members or Board members. In certain circumstances, we may decide to have an additional person chosen from outside the organisation to assist in the process of short-listing and interviews. Short-listing criteria will be based on the abilities, skills and qualities as detailed in the Person Specification. Where possible the short-listing panel will also be the interviewing panel. Every effort will be made to have a panel that reflects diversity.

Applicants' application forms will be assessed and scored in line with the scoring system (see section 5.5 on page 5). Once the applicants have been assessed, the successful candidates will be notified of



the arrangements for interview. An alternative interview date will only be offered to individuals in exceptional circumstances at the discretion of the interview panel. In relation to certain posts (e.g. managerial and above), shortlisted candidates will be required to undertake a psychometric test prior to the interview. In such circumstances, an external consultant will conduct the test and provide a full report on each candidate for the members of the interview panel.

5.2 Interviews

Prior to the interviews, the panel will agree relevant questions to be asked and by whom. Each interview will follow the same pattern. All candidates will be given the opportunity to raise questions at the end of the interview and state any needs in advance.

The interview will be a structured competency based interview with questions designed to encourage specific work related responses. Getting specific examples about an individual's past behaviour can help to predict future behaviour. This should enable the interviewing panel to gain the necessary information to make a decision on the suitability of the candidate for the position being offered. All the answers given to the questions will be marked on a scale of zero to five; these questions may include relevant weightings. During the interview, the panel will make notes of the answers given by the applicant so that these can be reviewed during the scoring. After the interviews, scores will be noted down. No discussion of candidates will take place until all interviews have been completed. A negotiated decision will then be made using the answers on the above as a guide.

Those interviewing candidates should not create barriers to individuals taking employment with our organisation. We will always positively consider making changes to enable an individual who is successful at interview to take up employment with the organisation. For instance, if there are existing policies and practices that would make it difficult for someone to accept employment with us, then the organisation will actively consider changing these. If there are changes that need to be made to buildings or equipment that would enable a disabled person to take up an offer of employment, then the organisation will consider positively making such changes.

5.3 Presentations/Tests

Where appropriate, presentations or tests (e.g. word processing, proof reading) will form part of the assessment. Each candidate asked to attend interview will be notified in advance of any presentation or test requirement.

5.4 Service User Involvement

All external and internal applicants applying for roles where there is contact with young people will be required to attend either a group exercise or an interview with a panel of our service users. Alternatively, we may ask a service user to sit in on the interview with the main panel and they will be given the opportunity to ask their own questions under the panel's supervision. The group exercise or interview with the service user panel will normally take place on the same day as the interview with the main panel. We will normally schedule in the group exercise/service user panel interview immediately before or after the main interview. This exercise will normally take between 10 and 30 minutes. All



applicants will be informed of the details of the service user involvement in advance of the interview day.

All interviews with external and internal applicants applying for non-client facing roles (e.g. HR Advisor) will include a service user on the interview panel. It is likely that this would replace any group exercise or service user led panel.

At the conclusion of all interviews, the interview panel will meet with the service user panel to obtain their feedback. If the interviews take place over a two-day period or longer, the interview panel will meet with the service users at the end of each day. The feedback may be in the form of structured point scoring and/or further comments. The feedback obtained from service users will be taken on board by the interview panel during the decision making process.

5.5 Scoring System

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|-----------------------|-------------------------------------|--|
| 5 - Excellent | 4 - Very skilled/experienced | 3 - Good |
| 2 - Reasonable | 1 - Some knowledge/skill | 0 - Not at all/unknown/not demonstrated |

Where an applicant fails any part of the interview process, they will not be selected for the post. The candidate with the highest score at interview will be offered the post. The post will always be offered subject to receipt of satisfactory references before the start date. If this requirement is not met, we may postpone the start date and/or rescind the offer.

6. PAYMENT OF EXPENSES

If a post has been advertised in a national paper, we may reimburse reasonable travel costs incurred by candidates attending an interview and travelling outside of a 25-mile radius of Bristol (BS2 0ER), based on the equivalent of a second-class rail fare. If the post has not been advertised in a national newspaper, then the organisation is unable to assist candidates with expenses. Any candidate who would like to claim travel expenses must provide proof of expenditure by way of an original receipt. We are not able to accept photocopies of receipts but we can accept print outs of e-mail receipts if this is the only proof the applicant can provide.

7. INFORMING CANDIDATES

The candidate being offered the post will be contacted by telephone (preferably on the same day or as soon as the decision has been reached) with an offer of employment. In the event that the decision is delayed, we will try to keep the applicants informed of the likely timescale of when they can expect to hear from us. All appointments are subject to satisfactory references, Enhanced Criminal Record Bureau clearance and any other conditions deemed suitable for the post e.g. driving licence. The successful candidate having accepted will be sent a letter of appointment informing them of the start date, terms and conditions of employment etc.

All other candidates will be notified by post, normally by the following working day or as soon as practically possible. Suitable applicants who reached the required standard but were unsuccessful at



interview stage (because of a higher scoring candidate) will be notified by letter that their application will be considered should a post become vacant again in the next six months and an offer of employment may be made. When notifying candidates who are second or third choice, it will be explained that references are yet to be obtained for the person offered the post and that we may contact them again if the first choice does not take up the post.

8. FEEDBACK

With the exception of internal candidates, we are unable to provide feedback to those applicants that have not been invited to interview. When requested, we will provide feedback to candidates who have attended an interview.

If an external applicant disagrees with the process of applying for employment or with the decision made by the organisation, they may use our Complaints Procedure. If already employed by the organisation, the candidate should use the organisation's Grievance Procedure.

9. MONITORING

All monitoring forms will remain anonymous and confidential. Any and all information contained therein will be used only for collation of statistics for monitoring against equal opportunities.

10. QUALIFICATIONS, CERTIFICATES AND LICENCES

If an external applicant is appointed, we will make checks on relevant qualifications, certificates or licences presented by the applicant during their application and documents produced by the applicant will be held on their personnel file. In all instances, we will ask applicants to bring documentary evidence of relevant qualifications, which they have presented in their application form, to the interview.

11. REFERENCES

We require all applicants to provide details of two referees in their application. We will follow up written references with a telephone call in all cases.

In addition, any number of previous employers may be contacted in relation to an applicant's employment history as part of the vetting process

There is no legal requirement for a referee to provide a reference for a prospective employer. In the event that the referee does not respond to our request for a reference within a specified time period, we may withdraw the offer of employment. In the event that the applicant has commenced employment before the expiry of the specified time period and we do not receive a satisfactory reference or we do not receive a reference at all during the specified time period, we may terminate the employee's employment with one week's notice. Alternatively, we may inform the employee that their employment will be reviewed on the expiry of their probationary period.



12. CRIMINAL RECORDS BUREAU CHECK

All external applicants who are invited to an interview will be asked to bring their passport or driving licence with them to the interview, a copy of which will be taken for our use. The applicant will also be asked to fill in a form with information required for the CRB clearance application. Following appointment of the successful applicant, the organisation will submit a CRB application to the Criminal Records Bureau on behalf of the applicant. The organisation will pay for this application.

Approval stage	Date completed or n/a
Team consultation	1 st April 2011
Service user consultation	n/a
Unison consultation	1 st April 2011
Committee approval	n/a
Board approval	23 rd November 2010
Review date (generally 3 years)	18 th April 2014