

**Staff Recruitment and Selection  
Policy & Procedures**



Policy Owner	Chief Executive
Policy Lead	Finance Executive
Approved by	Staffing & Training Committee
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**Demonstrating Organisational Values:**

Which values are demonstrated in this paper?	
To be client centred	X
Deliver services with compassion	X
Value staff and volunteers	X
Be inclusive and embrace equality and diversity	X
Develop trust in our services	X
Everybody working together to achieve the same objectives	X

**Purpose**

The most valuable asset to Age UK Calderdale & Kirklees are the people involved with the charity.

Our approach to recruitment and selection of employees reflects the importance of people to us, the values and the organisation of the charity including:

- To be client centred.
- Deliver services with compassion.
- Value staff and volunteers.
- Be inclusive and embrace equality and diversity.
- Develop trust in our services.
- Everybody working together to achieve the same objectives.

As a Disability Confident Employer, we are committed to attracting and recruiting people with a disability. Through the Disability Confident scheme we are challenging attitudes towards disability, increasing understanding of disability, removing barriers to disabled people and those with long term conditions so that all can reach their full potential and realise their aspirations.

It is important that the charity continually strives to achieve a fair, consistent and systematic approach to recruitment and selection. This document provides information and procedures for everyone involved in the recruitment and selection process.

### **Age UK Calderdale & Kirklees' expectations**

This document has been considered by the charity's Trustees and adopted as the procedure for recruitment and selection of all paid staff. All representatives of the charity are expected to support and adopt the approach outlined in this document.

Volunteers are recruited under separate guidelines as set out in Age UK Calderdale & Kirklees Volunteer Policy.

In addition, all Age UK Calderdale & Kirklees staff concerned with recruitment will have reference to the policies on:

- Equality, Diversity and Inclusion.
- Data Protection.

Age UK Calderdale & Kirklees recognise that we work with vulnerable adults. As such the organisation is committed to the principles of safer recruitment and takes steps to ensure that staff who we recruit have undergone robust recruitment and selection processes, are aware if they need an Enhanced DBS check and have at least two suitable referees.

### **Job description and person specification**

When a job vacancy occurs, the Executive Team in consultation with the Chief Executive should consider:

- Whether there is still a need for the position.
- Should the working hours or other conditions of service be reviewed?
- Have the post's duties or level of responsibility changed significantly?
- Are the documents still accurate and up to date?
- Whether re-organisation of the work and redesigning the key tasks of the post should be considered.
- Whether any employees are being made redundant. In these circumstances, if they would be suitable for the post (with training) they should be considered for the post on a permanent trial basis.

The job description should be a simple and clear statement of the duties expected of the post and forms part of the contract of employment. It is recommended that all job descriptions include:

- Job title
- Organisational values
- Location
- Reporting to
- Any line management or supervisory responsibilities
- Overall purpose of the job
- The key responsibilities of the post and standards of performance for each of these responsibilities

It is recommended that, where appropriate, the key responsibilities should include details of management responsibilities, service to the public, administrative and financial records, internal co-ordination, liaison with other organisations and general statements (requirement to participate in training and to undertake reasonable other duties).

Each job description must be accompanied by a person specification. This identifies the essential and desirable requirements for the post and provides the basis for:

- Advertising
- Shortlisting
- Interview questions
- Selection
- Training requirements

The person specification is designed to promote good, fair and lawful recruitment practice. The essential requirements of the person specification should contain only requirements which are necessary to carry out the duties and responsibilities of the post (i.e. duties and responsibilities contained in the job description). The person specification should be specific about what is required to undertake the role successfully.

Desirable requirements will also be included in the person specification but they should only be used to help the panel shortlist if there are a large number of applicants meeting all the essential requirements. Desirable requirements must relate to the duties and responsibilities contained in the job description, any desirable (but not essential) criteria should be considered to review if it is needed at all.

If a candidate fails to meet the essential selection criteria, no matter how well they meet other criteria (including desirable requirements), they should not be considered and must not be shortlisted.

The person specification and job description will inform the criteria used to shortlist applicants. It is good practice to consider beforehand how each of the criteria will be evaluated - for example, from the application form, at interview, through testing, from references etc. Taking these decisions now will assist panel members when shortlisting applicants.

Any disabled people who meet the essential criteria of the person specification will be offered an interview.

### **The recruitment panel**

The recruitment panel should be established at the start of each recruitment process. A chairperson will be elected for the panel. It is helpful at this initial stage that the panel agree a timetable for recruitment, including dates for shortlisting and interview. By planning dates at this stage, it ensures dairies are up to date, the process runs smoothly and there are not long gaps between advertising, shortlisting and interview. Any lengthy gaps could risk losing potential candidates.

The members of the recruitment panel will be the only people who have responsibility for the selection process. All members of a recruitment panel must follow this Age UK Calderdale & Kirklees' staff recruitment and selection policy.

All Age UK Calderdale & Kirklees representatives involved in recruitment and selection must have undertaken appropriate training or have relevant experience.

The recruitment panel should be involved in:

- Finalising the job advert
- Agreeing the contents of the job application pack and any additional information that candidates will receive.
- Short-listing (individually checking applicants against the short selection criteria and agreeing a shortlist)
- Agreeing the interview programme, including interview questions and any selection test or presentation

- Conducting the interview – coming to an agreed decision on the outcome of the process
- Making the selection
- Providing feedback, if requested, to unsuccessful candidates.

While it may not always be possible to be involved in the first two aspects above, it is essential that the people involved in the selection process contribute throughout the short-listing interview and selection.

All candidates should be interviewed by the same panel members. Only the panel makes the final selection decision.

It is recommended that the recruitment panel is a minimum of two staff members and a minimum of three people for Senior Management posts, including the Chief Executive.

The panel selecting Senior Managers should include at least one Age UK Calderdale & Kirklees Trustee.

The selection panel should include the appropriate Service Manager. Staff should only be involved in a selection panel for posts junior to themselves.

All members of selection panels should be clear that any detailed or personal information about the applicants and any deliberations during short-listing or at interview are strictly confidential except where it is appropriate to report to the Chief Executive or Board of Trustees.

The AGE UK Calderdale & Kirklees Code of Conduct states that employees involved in recruitment and selection must ensure they comply with this policy. In order to avoid any possible accusation of bias, employees should not be involved in an appointment where they are related to an applicant or have a close personal relationship with him or her.

It is recognised that in some instances, it is unavoidable or impractical for a Senior Manager to not be on a recruitment panel. In these circumstances, if a recruitment panel member knows the applicant, they must declare the nature of their relationship prior to shortlisting and interview and must not allow any prior or personal knowledge to influence their decisions. The panel must rely wholly on the information provided by the candidate. This declaration must be made directly to a member of the Executive Team, via email.

A connection to a candidate may not prevent a panel member from participating in the selection process. However, when the panel member is considering the employment of a spouse, partner, close relative or personal friend, the panel member should not take part in the recruitment and selection process.

### **Advertising vacancies**

Age UK Calderdale & Kirklees is a Disability Confident Employer and wish to actively seek ways of advertising our roles to reach people with disabilities and is working with the Job Centre Work & Health Programme, which is a scheme to encourage people with disabilities to get back to work.

Advertising may be the first point of contact with Age UK Calderdale & Kirklees for many people. It is important that the advert reflects the values of Age UK Calderdale & Kirklees and give potential candidates sufficient information to decide whether they can do the job and want to work for the organisation.

The advert must include the following:

- The Age UK Calderdale & Kirklees logo and the location of the job
- Job Title
- Salary – quoting the actual salary for part-time posts
- Number of hours per week
- Whether the contract is permanent or a fixed term arrangement
- A summary of the essential requirements of the post from the job description
- The charity registration number
- The address, phone number and contact person to obtain further details
- The closing date
- The interview date

All adverts must take account of legislation regarding discrimination and if the postholder will be subject to an Enhanced DBS check.

All posts will be advertised internally and externally.

When advertising, consideration should be given to encouraging a wide cross-section of applicants. Local advertising might include one or all of the following

- Local press/websites
- Job centre (including the Work & Health Programme to reach people with a disability)
- Age UK Calderdale & Kirklees website
- Online job boards/job sites
- Newsletters
- Social media
- Associated Organisations

National advertising should only be considered for senior management posts or in a specialised area where the job is likely to be significantly attractive to encourage a wider range of applicants.

A copy of the advert should be displayed at all Age UK Calderdale & Kirklees offices and centres and circulated to all staff and volunteers.

### **Application form**

The application form is an opportunity for candidates to outline their skills, experience and knowledge and to demonstrate how they meet the person specification criteria. All applicants must complete the application form. CV's will not be accepted.

The selection panel will use the information provided on the application to shortlist candidates.

Where existing staff wish to apply for a new or additional role within the organisation, they will be asked to complete another application form. This is to ensure that the panel receive all up to date and relevant information from the applicant.

### **Equal Opportunities monitoring form**

This is to enable Age UK Calderdale & Kirklees to assess the effectiveness of our Equal Opportunities policy and improve the selection process.

The Equal Opportunities monitoring form is a separate page, included with the application form so that it can be detached from completed applications before the short-listing process.

All candidates are asked to complete and return the monitoring form. It is made clear that the information provided does not form part of the selection process and will be kept separately. The forms and analysis will be held by the HR Administrator.

### **The job application pack**

It is essential that all applicants receive the same information about the post and about Age UK Calderdale & Kirklees and are made aware the documents are available in large print.

The suggested contents of a job pack are:

- A covering letter, including details of the contact person, who can provide further details
- A copy of the job description
- A copy of the person specification
- An application form
- An equal opportunities monitoring form
- Additional information regarding the post or the service in which the vacancy has occurred (if applicable)
- An Age UK Calderdale & Kirklees structure chart
- A summary of the main terms and conditions of employment including salary, leave entitlement, pension arrangements, car parking and location of post.

The job pack should be available in large print, or other accessible formats, as required.

### **Enquiries and receiving applications**

All enquiries about job vacancies should be responded to in a clear and welcoming manner. Informal enquiries about the post should be dealt with by a named contact who has knowledge of the post and access to the job description and person specification. Informal enquiries must be handled carefully to ensure that all candidates have the same information and no unfair advantage is given to any candidate.

If a candidate requests a hard copy of the job pack, or a copy in an alternative format, ideally this should be sent out within 2 working days of their request.

Arrangements will be made for one person to receive all completed application forms, to maintain confidentiality.

Equal opportunities monitoring forms will be separated from the application forms before the forms are handed on to the person co-ordinating the selection and interview process.

Application forms received after the closing date should not normally be put forward for short-listing. For all applications considered after the closing date a record of the reason for making an exception must be documented and approved by a manager.

### **Shortlisting**

Applicants will only be short-listed if it is agreed that they meet all the essential criteria. Members of the recruitment panel will individually assess applicants against the criteria. It is essential that all panel members use the same method of assessment and apply it consistently. Only information on the application form should be used

The assessment should be made against the essential requirements:

- 0 – not met
- 1 – met in part
- 2 – met

The totals arrived at should determine the candidates who are short-listed. Desirable requirements should only be used if there is a large number of applicants meeting the essential requirements.

If there are no candidates who meet the essential criteria the job will be re-advertised. It may be necessary to review the essential criteria before re-advertising.

A letter should be sent to all short-listed candidates as soon as possible – the letter should include:

- Date and time of the interview
- Location
- Information about any tests or presentation
- Names and positions of the interview panel
- A request that the candidate confirms their intention to attend the interview
- A request that the candidate lets us know of any reasonable adjustments that will be required for the interview

Unsuccessful candidates do not have to be contacted. This has been explained in the original covering letter.

All application forms and short-listing record forms for unsuccessful candidates should be kept for three months after the short-listing. These case records are necessary to show that Age UK Calderdale & Kirklees acted fairly if a short-listing decision gives rise to a complaint or is considered by an employment tribunal.

### **The interview**

Effective preparation is important for successful interviewing. The recruitment panel members must meet prior to the interviews to:

- Agree a chairperson
- Plan the structure and timing of the interview
- Make any adjustment to accommodate a candidate with a disability.
- Consider the environment for the interview –layout of chairs and tables, temperature, lighting, ventilation, space, refreshments
- Agree how panel members will work together to gather information about the essential and desirable criteria
- Confirm that all the relevant papers are available to each panel member - application, job description, person specification, interview time-table, interview questions and interview recording form

The purpose of the interview is to confirm that the candidates meet all the essential criteria for appointment and identify the applicant(s) who best meet those criteria.

The interview is a two way process in which the panel will select the best candidate for the job and the candidate will receive information about the job and Age UK Calderdale & Kirklees and decide whether to accept the job if offered.

Questions should be prepared relating to the essential criteria which must be put to every candidate. It should be agreed in advance what the answers will need to contain to give a comprehensive response. Questions relating to our organisational values will also be included to ensure we recruit staff who subscribe to our values.

Supplementary questions linked to the job that arise from the application form or to elicit more information during the interview should also be included. It is more important to obtain

the relevant information than stick rigidly to set questions. However, care must be taken not to treat one candidate differently than another.

The interview panel should be friendly and welcome the candidate and aim to put them at ease. Each panel member should be introduced by name and position, and, if used have name plates clearly visible.

An explanation of the format for the interview should be given to all candidates before beginning. It should also be explained to all candidates that notes will be taken during the interview.

The interview panel should make sure that the candidate understands the job and ensure there is effective opportunity for candidates to raise any questions they may have.

We recognise that some interviews may take place using video technology. Candidates may be asked to show ID prior to their interview, for security purposes. The principles of this policy apply to all interviews, in any format.

### **Types of questions**

Candidates should do most of the talking. Questions need to be open to encourage candidates to talk. Open questions begin with who, what, were, when and how. Open questions will give a certain amount of information but probing questions may need to be asked to obtain a fuller answer. Avoid subjectivity and error - the panel needs to be aware how their own experience and attitudes can distort perceptions

Avoid leading questions because this virtually forces the candidate to agree with the interviewer.

Confidence – avoid being influenced by a candidate who is naturally confident. They may not have the skills and experience!

Stereotyping – do not make assumptions about people based on your past experience. Be aware of your own prejudices and share them with other panel members so that they can help to watch out for them.

Tell each candidate when the appointment decision will be made and when they will be notified.

Each panel member should have interview assessment forms. This can be incorporated into the interview agenda with an assessment section after each question. Each panel member should determine the extent to which each candidate has met the person specification criteria, marking on the form in a consistent way – e.g.

0 - not met

1 - met in part

2 - met

Each panel member should make their own assessment after each interview

After the final interview the chair should ask each panel member for their marks for each candidate and whether the candidate is appointable.

When more than one candidate is appointable they should be ranked on their skills and experience.



The panel should aim to reach a consensus decision but majority voting may be necessary after discussion

When the final decision is reached, the chair of the panel should record the reasons for not appointing the other candidates and collect all the record forms from each panel member. These should be kept for at least six months. If there are no candidates who meet all of the essential person specification criteria, it is necessary to re-advertise.

If a similar post becomes available within three months of the interview date, the panel may reconvene to consider whether they wish to offer the post to one of the unsuccessful candidates.

### **After the interview**

The Chair of the interview panel should make a verbal offer of employment to the successful candidate as soon as practically possible after the interview. All offers are conditional and are subject to satisfactory references being received and any other specified conditions e.g. driving licence, satisfactory disclosure and barring record check. The conditional offer should always be confirmed in writing.

Unsuccessful candidates should be advised they will not be offered the post. They should be given the opportunity to receive feedback on their application, including their interview. The feedback should focus on positive aspects of the application and where they did not meet the criteria. No mention should be made of other candidates' performance.

### **References and other checks**

References are used to confirm the selection decision.

All appointments (except for internal appointments) should be subject to at least two satisfactory references before the individual is confirmed in post. A reference should always be sought from the selected candidate's current employer, or most recent employer, if not currently employed. A second referee can be a character references, but references from family members are not acceptable.

The job description and person specification should be included in all reference requests. Where references are required immediately the process may be speeded up by requesting a verbal reference. Verbal references should be confirmed in writing as soon as is practically possible.

If references are not complete, a referee may be able to clarify information over the phone. Notes of the call should be recorded on the returned, but incomplete, reference.

If after clarification a reference gives cause for concern, a conditional offer subject to references can be withdrawn.

If as a result of information provided by the candidate there are health related issues that need to be considered a risk assessment will be undertaken on the applicant. Medical advice from their GP, consultant or other specialist medical advisor may be obtained to assist the process.

All relevant staff will require a satisfactory DBS check (within the government guidelines). Appendix A provides our statement on the recruitment of ex-offenders.

Where criminal convictions are revealed a candidate will not automatically be disbarred. The decision to appoint will be made on the nature of the offence and the identified risks attached to an appointment.

To establish that successful candidates have a 'right to work in the UK' identification documents will be requested prior to commencement of work.

### **Monitoring information and storing papers**

Equal opportunities monitoring forms should be submitted to the HR Manager, who will retain the information.

All application forms, short-listing records and interview assessment forms should be kept for three months after the date of interview.

In addition, a personnel record will be set up for the successful candidate and held by HR.

### **GDPR**

Our Privacy Notice will provide more information on the data we hold, what we do with that data, who we share the data with and new rights under GDPR.

Our updated Privacy Notice is now on our website and can be viewed at [www.ageuk.org.uk/calderdaleandkirklees](http://www.ageuk.org.uk/calderdaleandkirklees) - alternatively we can send a copy preferred.

### **Complaints procedure**

An applicant who believes that their application for employment has not been dealt with in a fair and equitable manner is entitled to submit a complaint to the Chief Executive.

(See Age UK Calderdale and Kirklees complaints policy)

### **Review**

This policy will be reviewed regularly by the Staff Sub Committee and the Board of Trustees.

## Appendix A: Policy Statement on the recruitment of ex-offenders

- As an organisation assessing applicants' suitability for positions which are included in the Rehabilitation of Offenders Act 1974 (Exceptions) Order using criminal record checks processed through the Disclosure and Barring Service (DBS), AGE UK C&K complies fully with the [code of practice](#) and undertakes to treat all applicants for positions fairly
- AGE UK C&K undertakes not to discriminate unfairly against any subject of a criminal record check on the basis of a conviction or other information revealed.
- AGE UK C&K can only ask an individual to provide details of convictions and cautions that we are legally entitled to know about. Where a DBS certificate at either standard or enhanced level can legally be requested (where the position is one that is included in the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended, and where appropriate Police Act Regulations as amended)
- AGE UK C&K can only ask an individual about convictions and cautions that are not protected
- AGE UK C&K is committed to the fair treatment of its staff, potential staff or users of its services, regardless of race, gender, religion, sexual orientation, responsibilities for dependants, age, physical/mental disability or offending background.
- AGE UK C&K has a written policy on the recruitment of ex-offenders, which is made available to all DBS applicants at the start of the recruitment process.
- AGE UK C&K actively promotes equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of candidates, including those with criminal records.
- AGE UK C&K selects all candidates and volunteers for interview based on their skills, qualifications and experience
- An application for a criminal record check is only submitted to DBS after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a criminal record check is identified as necessary, all application forms, job adverts and recruitment briefs will contain a statement that an application for a DBS certificate will be submitted in the event of the individual being offered the position.
- AGE UK C&K ensures that all those who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences.
- AGE UK C&K also ensures that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974.
- At interview, or in a separate discussion, AGE UK C&K ensures that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.
- AGE UK C&K makes every subject of a criminal record check submitted to DBS aware of the existence of the [code of practice](#) and makes a copy available on request.
- AGE UK C&K undertakes to discuss any matter revealed on a DBS certificate with the individual seeking the position before withdrawing a conditional offer of employment.