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RECRUITMENT AND SELECTION POLICY & PROCEDURES

PURPOSE

The most valuable asset to AUKCAP are the people involved with the charity. Therefore, our approach to recruitment and selection reflects on the importance of people to us, the values and the organisation of the charity including:

- *The well-being of older people*
- *Fairness and equity*
- *Guarding against discrimination*
- *Consistency*
- *Best Practice*

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.

SCOPE

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 AUKCAP's Volunteer Policy.

In addition, all AUKCAP representatives concerned with recruitment will support and adhere to the policies on:

- Equal Opportunities
- Confidentiality (including Data Protection)

POLICY

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1) **RECRUITMENT CHECKLIST**

- Job vacancy
- Job assessment
- Prepare job description and person specification
- Plan the selection process
- Prepare job pack including monitoring forms
- Advertise and publicise
- Dealing with enquiries
- Receipt of application forms
- Shortlisting
- Preparation for interviews
- Interviewing
- Selection decision
- The conditional offer
- References, and other checks
- Feedback to unsuccessful applicants
- Confirm appointment
- Equal Opportunities monitoring and other documentation
- Induction

2) **JOB DESCRIPTION AND PERSON SPECIFICATION**

2.1 When a job vacancy occurs, the Senior Management Team (SMT) 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
- 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 could be suitable to the post (with training) they should be considered for the post on a permanent or trial basis.

2.2 The job description should be a simple and clear statement of the duties expected of the post and forms part of the post-holder's contract of employment.

2.3 It is recommended that all job descriptions include:

- Job title
- Location – where the post holder will be based
- Accountable to – who has responsibility for managing the post
- Overall purpose of job – a brief summary of the main purpose of the job (one or two sentences)
- 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 a general statement (requirement to participate in training and to undertake reasonable other duties)

See appendix 1 - template for AUKCAP design and layout

2.4 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 (ie the duties and responsibilities contained in the job description)

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.

Job descriptions will be reviewed, by Line Managers, on an annual basis to ensure that these continue to reflect the work to be done. Changes of a significant nature shall be reported to the Chief Executive no later than February in order that consideration may be given to the need for regrading prior to the agreement of annual salary increments.

See Appendix 2 - template for AUKCAP design and layout of person specifications

The template covers five aspects of the person specification:

Education and Training: - consider what qualifications and training are essential before a person can carry out the job. Those without formal qualifications may still be able to demonstrate appropriate skills and knowledge.

Experience: – this may include non-waged experience and must relate to the duties of the post. The quality of a persons experience is important rather than the length of their experience.

Special skills and knowledge: – this includes what a person needs to know or skills they need to have rather than what can be learned. Knowledge can include awareness or understanding that is not applied in their current role. This section can include awareness of equal opportunities, confidentiality and customer care.

Personality and disposition: – this includes aspects of a persons outlook, but only those qualities that directly relate to the job description. This section can include attitude to older people, commitment to the aims and policies of AUKCAP, communications with others, willingness to undertake training. Qualities that could lead to subjectivity and discrimination, such as enthusiasm, sense of humour, are not recommended. It is important that people who have a sensory disability are not discriminated against when communication via an alternative means is possible.

Special Circumstances: - this includes any other requirements that are essential for the post. For example, current driving licence and access to a vehicle, flexibility on working hours, obtaining a police record check (DBS), would all appear in this section, if appropriate.

- 2.5** 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 short-listed.

3) THE RECRUITMENT PANEL

- 3.1** The recruitment panel should be established at the start of each recruitment process. A chairperson will be elected for the panel. 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 adopt AUKCAP's recruitment and selection policy and guidelines.

All AUKCAP representatives involved in recruitment and selection must have undertaken appropriate training or have relevant experience.

3.2 The selection panel should be involved in:

- finalising the job advert *
- agreeing the paperwork *
- short-listing – individually checking applicants against the 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

While it may not always be possible to be involved in the first two aspects (as *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.

- 3.3** It is recommended that the selection panel is a minimum of two staff members, and at least one older person/service user, with a minimum of three people for Senior Manager posts, including the Chief Executive.
- 3.4** The panel selecting Senior Managers should include at least one AUKCAP Trustee and one older person/service user. The panel appointing the Chief Executive should comprise three Trustees and one older person/service user.
- 3.5** The selection panel should include the appropriate Service Manager. Staff should only be involved in a selection panel for posts junior to themselves
- 3.6** 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.

- 3.7** If the recruitment panel members know the applicant they must not allow any such knowledge to influence their decisions. The panel must rely wholly on the information provided by the candidate.

If any one panel member knows the applicant they must inform the other panel members by making a 'declaration of interest'.

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.

4) ADVERTISING AND PUBLICISING VACANCIES

- 4.1** Advertising may be the first point of contact with AUKCAP for many people. It is important that the advert reflects the values of AUKCAP and gives potential candidates sufficient information to decide whether they can do the job.

- 4.2** The advert must include the following:

- The AUKCAP 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 for a fixed term
- 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

See appendix 3 – sample job advertisement

- 4.3** All adverts must take account of legislation regarding discrimination, race, sex, disability and the DBS requirements.

- 4.4** All posts will be advertised internally. Posts will be advertised externally unless:

- the post is for a temporary period of not more than 6 months
- internal re-organisation of a specific AUKCAP activity or the organisation has resulted in a revised post that includes a modest variation in job content.
- the responsibilities will be incorporated into an existing post.

- the opportunity arises, where appropriate, to develop and progress an existing member of staff

In all cases where posts are not externally advertised approval will be sought from the Chief Executive.

4.5 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
- Job Centre
- AUKCAP website www.ageukcambridgeshire&peterborough.org.uk
- Newsletters.
- Social Media
- Employment Service Office and where appropriate the in-house journals of other organisations eg County Councils New Opportunities.

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.

4.6 A copy of the advert should be displayed at all AUKCAP offices and centres and circulated to all staff and volunteers.

Deciding which method of advertising to use?

- Posts of 15 hours per week or less will be advertised within the organisation in the first instance. If it is not possible to fill a vacancy following this process, the post will be advertised accordingly.
- Posts of 16 hours or more per week will be advertised within the organisation and locally.
- Senior Management posts will be advertised internally and externally.
- Where jobs are filled on a temporary basis, or by secondment of existing staff, these will be advertised according to the above process, should such vacancies become other than temporary.

5) APPLICATION FORM AND JOB PACK

5.1 The application form: is to assess whether applicants meet the person specification criteria. All applicants must complete the application form. CV's can be provided but for supplementary information only.

Any posts where there are circumstances in which an alternative form may be appropriate must be approved for adoption by the Chief Executive.

Where existing staff wish to apply for a new or additional role within the organisation they will not be asked to complete another application form. Instead internal applicants will be asked to submit a letter of application outlining their interest in and suitability for the additional or new job. The information requested will be the same information as requested from external applicants.

A monitoring form will be sent despatched to applicants with each application form.

See appendix 4 – Application form framework.

- 5.2 Equal Opportunities Monitoring Form:** is to enable AUKCAP to assess the effectiveness of our Equal Opportunities policy and improve the selection process.

The Equal Opportunities 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 should be asked to complete and return the monitoring form. It should be 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.

See appendix 5 for AUKCAP's Equal Opportunities Monitoring Form

- 5.3 The Job Pack:** it is essential that all applicants receive the same information about the post and about AUKCAP.

The suggested checklist is:

- a covering letter
- 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 AUKCAP structure chart (*if applicable*)
- a summary of the main terms and conditions of employment including: salary, leave entitlement, pension arrangements, car parking and location of post.

- 5.4 The Covering Letter**

The covering letter should include the following information:

- remind the applicants about the closing date and interview date
- summarise the enclosures with the pack
- explain that if applicants have not heard 5 working days before the interview date, they have not been short-listed
- refer to the monitoring form and encourage people to complete and return it with their application
- remind applicants that they should show how they meet the person specification
- advise that CV's will not be accepted other than as providing supplementary information, unless they are accompanied by a completed application form.

See appendix 6 for Covering Letter

6) ENQUIRIES AND RECEIVING APPLICATIONS

6.1 All enquiries about job vacancies should be responded to in a clear and welcoming manner. Records should be kept of all enquiries including name, address and date of enquiry.

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.

6.2 Job packs should ideally be sent out to candidates within 2 working days of the enquiry.

6.3 Arrangements will be made for one person to receive completed application forms to ensure there is confidentiality.

6.4 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.

6.5 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 reasons for making an exception must be documented and approved by your Manager.

7) SHORTLISTING

7.1 Applicants will only be short-listed if you are satisfied 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.

See appendix 7 – short-listing evaluation

7.2 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.

7.3 If there are not sufficient candidates who meet the essential requirements, careful consideration should be given as to whether to interview people who meet most of them or re-advertise. (If re-advertising, review the essential requirements first).

If a conviction has been declared, a risk assessment should be carried out to decide whether the conviction will debar the candidate from the post. See *Recruitment of Ex-Offenders Policy*.

7.4 **A letter should be sent to all short-listed candidates as soon as possible. The letter should include:-**

- date and time of the interview
- the location of the interview
- 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

7.5 Unsuccessful candidates do not have to be contacted if you have already explained this in the original covering letter (see section 8.4)

All application forms and short-listing record forms for unsuccessful candidates should be kept for 6 months after the short-listing. These case records are necessary to show you acted fairly if a short-listing decision gives rise to a complaint to AUKCAP or is considered by an employment tribunal.

7.6 If informal visits are arranged to see the premises and meet representatives of AUKCAP before the formal interview, it should be

made clear that the visit does not form part of the interview process and recruitment panel members should not be involved.

8) THE INTERVIEW

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

- agree a chairperson
- plan the structure and timing of the interview
- 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.

8.2 The purpose of the recruitment interview (and any tests or presentation) is to confirm that the candidates do 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/AUKCAP and decide whether to accept the job, if offered.

8.3 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.

See appendix 8 for a sample interview agenda and layout.

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 from another.

8.4 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.

An explanation of the agenda for the interview should be given to all candidates. Explain to all candidates that notes will be taken during the interview. Candidates should do most of the talking.

8.5 Make sure that the candidate understands the job and ensure there is effective opportunity for candidates to raise any questions they may have.

8.6 Types of question

Questions need to be open to encourage candidates to talk. Open questions begin with “who, what, where, when and how”.

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

Open questions will give a certain amount of information but probing questions may need to be asked to obtain a fuller answer.

Tell me about - give me an example - when – why – how – did you

8.7 Avoid subjectivity and error

The panel needs to be aware how their own experience and attitudes can distort perceptions.

- Look out for Horn and Halo – a good first impression may encourage a favourable view of later responses.
- Like me/Like me – being favourably impressed by a candidate who answers a question in the way you might have done.
- Confidence – being influenced by a candidate who is naturally confident. They may not have the skills and experience.
- Waffle – do not be afraid to probe general responses
- Sterotyping – 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.

8.8 Tell each candidate when the appointment decision will be made and when they will be notified. Interview expenses are not normally provided but if a candidate has travelled a considerable distance, expenses will be considered (ie in excess of 50 miles)

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 eg.

0 = not met

- 1 = met in part
- 2 = met

Candidates should not be compared against other candidates. Each panel member should make their own assessment after each interview.

See appendix 9 – evaluation summary for selection.

- 8.9** 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 maybe necessary after discussion.

- 8.10** 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 a least 6 months.

If there are no candidates who meet all or most of the person specification criteria, it is necessary to re-advertise. In these circumstances it is important to review the person specification criteria before advertising.

- 8.11** If a similar post becomes available within 3 months of the interview date, the panel may reconvene to consider whether they wish to offer the post to one of the unsuccessful candidates.

9) AFTER THE INTERVIEW

If possible, it is good practice to phone the successful candidate **after the** interview. All offers must be subject to satisfactory reference, proof of qualifications, and any other special conditions eg. driving licence, disclosure and barring record check.

The conditional offer should always be confirmed in writing.

See appendix 10 – sample conditional offer letter.

Unsuccessful candidates should be advised they will not be offered the post. They should be given the opportunity to receive feedback on their interview performance. 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.

10) REFERENCES AND OTHER CHECKS

References are used to confirm the selection decision

- 10.1** All appointments (except for internal appointments) should be subject to satisfactory references before they are confirmed.
- 10.2** A reference should always be sought from the selected candidate's current employer (or most recent if not currently employed).
- 10.3** References can be sought on all candidates short-listed for interview, prior to the interview provided that the candidates consent has been given.
- 10.4** The job description and person specification should be included in all reference requests. Where references are required immediately you may speed up the process by requesting an oral reference. Oral references should be confirmed in writing wherever possible.

See appendix 11 for sample reference request letter.

- 10.5** If references are not satisfactory, a referee may be able to clarify information over the phone.

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

- 10.6** 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 this process.
- 10.7** No person should start working unsupervised in the homes of older people without having completed a satisfactory disclosure and barring service check.

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.

(see policy on obtaining disclosure and barring checks)

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

See appendix 12 'Checking Right to Work in the UK'

11) MONITORING INFORMATION AND STORING PAPERS

11.1 Equal Opportunities monitoring forms should be analysed and submitted to the Human Resources Administrator.

11.2 All application forms, short-listing records and interview assessment forms should be kept for 6 months after the date of interview. These are centrally held by the Human Resources Manager.

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

12) 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 AUKCAP's complaints policy)

13) APPENDICES

- 1 Job description – design and layout for AUKCAP
- 2 Person Specification – design and layout for AUKCAP
- 3 Sample job advert
- 4 Application form - framework
- 5 Equal Opportunities monitoring form
- 6 Cover letter
- 7 Short-listing evaluation
- 8 Sample interview agenda and layout
- 9 Evaluation summary for selection
- 10 Sample conditional offer letter
- 11 Sample reference request letter
- 12 Checking the Right to Work in the UK

MONITORING

This document will be reviewed every 12 months.

Recruitment & Selection policy approved 01/09/2020 (Date)



Signed by Chair of Trustees