

Adopted: September 2018
Reviewed: December 2023

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:

- Equality and Diversity
- 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 Application 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 Leadership Team (LT) in consultation with the recruiting Service Manager 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
- 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 tasks & responsibilities of the post and standards of performance for each of these responsibilities
- Disclosure and Barring Service (DBS) check level

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 Job description 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 (i.e., 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 person’s 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 person’s 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 or flexibility on working hours, 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, unless there are reasonable efforts, as identified by the manager, planned to meet the essential criteria.

3) THE RECRUITMENT PANEL

- 3.1** The recruitment panel should be established at the start of each recruitment process. A recruitment lead 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 *
- 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 aspect (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 should include the appropriate Line Manager. Staff should only be involved in a selection panel for posts junior to themselves.
- 3.4** The panel selecting Leadership Team members should include at least one AUKCAP Trustee.
- 3.5** All members of selection panels should be clear that any details 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.
- 3.6** 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 email 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. Advertising through one or more of the following channels:-
- internal communications
 - Online recruitment platforms
 - Facebook (or other social media)
 - Job Centre
 - Signpost (managed by Age UK)
 - AUKCAP website
www.ageukcambridgeshire&peterborough.org.uk
 - Monthly bulletin
 - Social Media
 - Employment Service Office and where appropriate the in-house journals of other organisations e.g., County Councils, Hunts Forum.

5) APPLICATION PACK

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

See appendix 4 – Application form template

5.2 Equal Opportunities Monitoring Form: is sent with every application and is used for the purpose of recruitment monitoring and provision of statistical data.

The Equal Opportunities form is a separate page, included with the application form, 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 department.

See appendix 5 for AUKCAP's Equal Opportunities Monitoring Form

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

Applicants will be sent a covering email/letter along with the application pack which includes the following:

- a copy of the job description
- a copy of the person specification
- an application form
- an equal opportunities monitoring form
- details of the employee benefits

5.4 The Covering email/letter

The covering email/letter should include the following information:

- remind the applicants about the closing date
- summarise the enclosures with the application pack
- refer to the monitoring form and encourage people to complete and return it with their application
- advise applicants that we must receive a completed application form to be considered for shortlisting, CV's will be welcomed but only as a supporting document.

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 must be handled carefully to ensure that all candidates have the same information and no unfair advantage is given to any candidate. All enquiries will be responded to via the recruitment inbox.

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

6.3 All applications should be sent to the recruitment inbox or posted P&C to the HR department.

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 the recruiting manager or Chief People Office.

7) SHORTLISTING

7.1 Applicants will only be short-listed if you are satisfied that they meet 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 form

7.2 The assessment should be made against the essential requirements:

- 0 = Fails to meet criteria
- 1 = partially meets criteria
- 2 = meets criteria

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 An email/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
- name and position of the recruiting/interviewing lead
- a request that the candidate confirms their intention to attend the interview

- 7.5** Applicants are not contacted if unsuccessful at shortlisting stage, this is explained within the application pack.

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.

8) THE INTERVIEW

- 8.1** Effective preparation is important for successful interviewing. The panel members must meet prior to the interviews to:
- agree an interview lead
 - plan the structure and timing of the interview
 - consider the environment for the interview – layout of chairs and tables, temperature, lighting, ventilation, space, refreshments, online links etc (if applicable)

- 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 timetable, 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 Interview 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.

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.

8.7 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
- 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.

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

Each panel member should have their own copy of the interview assessment form and should determine the extent to which each candidate has met the person specification criteria included in the question, marking on the form in a consistent way e.g.

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 8 – example of interview questions & summary for selection.

8.9 After the final interview, the interview lead 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 reasons for not appointing should be recorded. All record forms from each panel member should be collated & 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.

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 9 – sample conditional offer letter.

Unsuccessful candidates should be notified 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 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 10 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 at appropriate level.

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 DBS Disclosure Policy)

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.

11) MONITORING INFORMATION AND STORING PAPERS

11.1 Equal Opportunities monitoring forms will be analysed and stored by the Human Resources department.

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 department.

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

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/email
- 7 Short-listing evaluation
- 8 Sample interview question & summary for selection form
- 9 Sample conditional offer letter
- 10 Sample reference request letter

MONITORING

This document will be reviewed every 12 months.

Recruitment & Selection policy approved:



Signed by Chair of Trustees

Appendix 1 – JOB DESCRIPTION

Charity No. 1165856

JOB DESCRIPTION

Job Title

Job title: Job title
Responsible to: Line Manager
DBS check: Basic/Enhanced Level

INTRODUCTION

Age UK Cambridgeshire and Peterborough is an independent charitable organisation which exists to improve the quality of life for older people in the county. The charity meets this objective by:

- Providing services
- Campaigning for a better deal for older people
- Working in partnership with other organisations
- Identifying, and finding innovative ways to meet, new and changing needs.

JOB PURPOSE

Short description of the role.

MAIN TASKS

- Outline each main task in bullet format.

OTHER DUTIES

- To undertake such other duties commensurate with the level of the post, as may be allocated by the Chief Executive or other senior leadership.
- Outline any additional task in bullet format.

Appendix 2 – PERSON SPECIFICATION

PERSON SPECIFICATION
JOB TITLE: JOB DESCRIPTION REVISED: DATE:

CRITERIA	D / E*	ASSESSED BY / I** A
<u>QUALIFICATIONS/TRAINING</u>		
Good general education	E	A/I
<u>EXPERIENCE</u>		
Previous experience of working with older people	E	A/I
Previous experience of assessing people's needs	E	A/I
Experience working with a database & Microsoft office	E	A/I
Experience in not for profit organisations	D	A/I
Working with people if all levels and backgrounds	E	A/I
<u>SKILLS, KNOWLEDGE & ABILITIES</u>		
Organisational skills	E	A/I
Able to work on own initiative and prioritise workload	E	A/I
Interpersonal and observation skills	E	A/I
Knowledge of local support networks for older people	E	A/I
Database entry & accurate record keeping	E	A/I
Good telephone manner and communication skills	E	A/I
<u>OTHER</u>		
Non judgemental	E	A/I
Car drive/owner with current valid licence	E	A/I
Flexible approach to all aspects of your role	E	A/I
Commitment to undertaking training as required	E	A/I
Ability to work under pressure	E	A/I

KEY: * D - Desirable E - Essential
 ** A - Application I – Interview

Appendix 3 – JOB ADVERT

JOB TITLE Required

Age UK Cambridgeshire and Peterborough is an independent charitable organisation which exists to improve the quality of life for older people in the county.

BRIEF JOB DESCRIPTION HERE

_____ hours per week.

This post is based in _____.

£ _____ PA

Closing date for applications: _____

Interviews: _____

The successful candidate will be required to undertake Disclosure and Barring Service check at a **BASIC/ENHANCED** level.

For an application pack or more information please contact:

Marcia Short

Tel: 01354 691890

E-mail: recruitment@ageukcap.org.uk

Appendix 4 – APPLICATION FORM

CONFIDENTIAL

POSITION APPLIED FOR

PLEASE NOTE:

- a. Please complete clearly in **black** ink or type
- b. CVs are accepted as a supplementary document only
- c. Please ensure that you consider all points on the person specification and show how you meet them

1. Personal Information

Surname

First name

Address:

Post Code:

Tel Home:

Tel Work:

Mobile no:

email:

Best number to contact you on: _____

2. Employment

Name of present/last employer:

Address:

Post Code:

Position:

Starting Date:

Leaving Date:

<input type="text"/>	<input type="text"/>
	<input type="text"/>

Tel No:

Current/Finishing pay:

<input type="text"/>	<input type="text"/>
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Job duties:

Reason for leaving:

Other previous employment in the last 10 years

Dates from/to	Name/Address of Employer	Post held and brief description of duties	Reason for leaving

3. Education

Last School Attended	Dates (approx)	Achievements	Grade
Further Education	Dates (approx)	Achievements	Grade

Professional qualifications (specify)

4. How you meet the Person Specification

For each aspect of the Person Specification below, please state how your experience and skills gained both inside and outside paid work or through study and training, meet the requirements for the post described in the person specification. Please give examples to back-up any statements you make.

Experience:
Skills & Abilities:
Knowledge:
Education/Training:
Other Requirements:

5. Work/personal referees

One of your referees must be from your current or most recent employer.

Ref (Employer)	Ref (Personal)
Name:	Name:

Address:	Address:
Post Code:	Post Code:
Occupation/Position:	Occupation/Position:
Tel No:	Tel No:
Email:	Email:
Capacity in which referee is known to you:	Capacity in which referee is known to you:
I *do/do not wish this referee to be contacted prior to interview. *delete as appropriate	I *do/do not wish this referee to be contacted prior to interview. *delete as appropriate

6. Declaration

I confirm that this information is, to the best of my knowledge, true and complete: Any false statement will result in rejection as a candidate or dismissal if employment has started.

The organisation **is authorised/not authorised** to obtain references to support this application. I release the organisation and referees from any liability caused by giving and receiving this information.

By signing and returning this application form you consent to AUKCAP using and keeping information about you or by third parties (such as referees) relating to your application or future employment. This information will be used solely in the recruitment process. For unsuccessful candidates the information will be destroyed within 6 months unless you have consented to extend this period.

Signed:

Dated:

Please return this form via email to:

recruitment@ageukcap.org.uk

Or by post marked **Private & Confidential to:**
Burton

FAO: Marcia Short & Sam

Age UK Cambridgeshire & Peterborough
L24 South Fens Business Centre,
Fenton Way,
Chatteris
Cams
PE16 6TT

Please complete the additional information on the next page.

Additional Information

A criminal record will not necessarily be a bar to obtaining a position – a copy of Age UK Cambridgeshire & Peterborough’s Code of Practice on the use of Disclosure & Barring Record Checks and recruitment of ex-offenders is available on request.

(delete as appropriate)

Do you have a current driving licence?	Yes	No
If Yes, do you have any penalty points?	Yes	No

You may be required to apply for a Disclosure & Barring Records Check, do you have any objections to this? <i>Please note that any charges for a DBS check will be recouped if employment is terminated for any reason within the first 6 months of a contract.</i>	Yes	No
Do you have any unspent conditional cautions or convictions under the Rehabilitation of Offenders Act 1974?	Yes	No
If Yes, please give details		
Do you have any adult cautions (simple or conditional) or spent convictions that are not protected as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (Amendment) (England and Wales) Order 2020?	Yes	No
If Yes, please give details		

The amendments to the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (2013 and 2020) provides that when applying for certain jobs and activities, certain convictions and cautions are considered ‘protected’. This means that they do not need to be disclosed to the employers, and if they are disclosed, employers cannot take them into account.

Are you registered disabled and require adjustments to assist you with an interview process?	Yes	No
If Yes, please specify:		
All applicants will be asked at interview to provide documentary evidence of their right to work in the UK – do you have any restrictions that apply to you?	Yes	No
*If yes – please give details of any restrictions		

Appendix 5 – RECRUITMENT MONITORING FORM

We are committed to promoting equality in our employment practices and this form is to help us monitor our recruitment procedures.

Please provide the information below and return the form to us with your completed application form. If posting, please put in separate envelope from your application form and mark this as "Recruitment Monitoring Form". This form will not be seen by anyone involved in shortlisting or interviewing for this post.

1. Post applied for JOB TITLE

2. Which age group are you?

(Please mark as appropriate)

16yrs – 18yrs	<input type="checkbox"/>
19yrs – 20yrs	<input type="checkbox"/>
21yrs – 24yrs	<input type="checkbox"/>
25yrs – 59yrs	<input type="checkbox"/>
60+yrs	<input type="checkbox"/>

3. Are you:

(Please mark as appropriate)

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

4. How would you describe your ethnic / racial origin?

(Please mark as appropriate)

White:	British	<input type="checkbox"/>
	Irish	<input type="checkbox"/>
	Any other white background	<input type="checkbox"/>
Mixed:	White & Black Caribbean	<input type="checkbox"/>
	White & Black African	<input type="checkbox"/>
	White Asian	<input type="checkbox"/>
	Any other mixed background	<input type="checkbox"/>
Asian or Asian British:	Indian	<input type="checkbox"/>
	Pakistani	<input type="checkbox"/>
	Bangladeshi	<input type="checkbox"/>
	Any other Asian background	<input type="checkbox"/>
Black or Black British:	Caribbean	<input type="checkbox"/>
	African	<input type="checkbox"/>
Any other Black background		<input type="checkbox"/>
		<input type="checkbox"/>
Chinese or any other ethnic group:	Chinese	<input type="checkbox"/>
	Any other	<input type="checkbox"/>

5. Do you consider yourself to have any form of disability?

(Please mark as appropriate)

6. Do you have caring responsibilities for any dependants?

(Please mark as appropriate)

None	<input type="checkbox"/>	Children	<input type="checkbox"/>	Adults	<input type="checkbox"/>	Both	<input type="checkbox"/>
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7. Where did you see the ad for this post? _____

Thank you for your help.

Appendix 6 – APPLICATION COVER LETTER/EMAIL

Ref: ADD JOB TITLE HERE

Thank you for your interest in the above position with Age UK Cambridgeshire & Peterborough.

Please find attached an application pack which includes lots of information about the role. If you would like any further information or have any queries, please don't hesitate to contact me and I will try to assist with your query or re-direct it to the recruiting manager.

We do require you to complete the application form to be considered for shortlisting for this post, cover letters and CVs are welcomed only as a supporting document to the application form.

If you would like to apply, please return your completed application and Recruitment Monitoring form to the email/postal address on the reverse of the application by the closing date of **DATE**. If you are posting your application back, please mark your envelope as PRIVATE & CONFIDENTIAL and for the attention of Marcia Short & Sam Burton.

If you could please acknowledge receipt of this application pack and that you are able to access and edit the necessary forms, I would be very grateful.

Thank you again and I look forward to hearing from you.

Appendix 7 – SHORTLISTING EVALUATION

AGE UK CAMBRIDGESHIRE & PETERBOROUGH INTERVIEW SHORTLISTING MATRIX

POST:

Please mark the candidate's on evidence of the criteria as detailed in the application, scoring as follows:

- 0= Fails to meet criteria
- 1= Partially meets criteria
- 2= fully meets criteria

Criteria as per application	Applicant 1 Score	Applicant 2 Score	Applicant 3 Score
Essential			
Desirable			
TOTAL score			

Applicants chosen for interview:

Appendix 8 – INTERVIEW QUESTION TEMPLATE

Interview Questions: JOB ROLE

Name: _____

Date: _____ Time: _____

	QUESTIONS	RESPONSE	Criteria met
1	Please tell us a little about yourself and why you are interested in the role of		
2	How would you encourage an older person to engage with you? What techniques would you use or questions would you pose to help them feel comfortable?		
3	How would you engage with someone to become more active in their community?		
4	Please can you tell us about your knowledge of Welfare Benefits and grants? And also your understanding of claiming these and the assessment process		
5	What skills do you think you are important when working with older people and their carers?		
6	How do you approach language/religious or ethnicity barriers?		
7	Imagine you are an older service user. What would you look for from this service and particularly what will make the service 'excellent'?		
15	What, in your view, makes a 'team player'? Do you consider yourself to be a team player and why?		
17	Any questions?		

Appendix 9 – SAMPLE OFFER LETTER

NAME
ADDRESS

DATE

PRIVATE AND CONFIDENTIAL

Dear NAME,

REF: JOB ROLE

Thank you for meeting with INTERVIEWING MANAGER & NAME on DATE. I am delighted to formally offer you the position of ROLE. The offer is subject to two satisfactory references and DBS check. If you could please acknowledge your acceptance of this offer, we can then begin the reference process.

A formal contract will be sent to you once the references and DBS have been approved. Can I please ask you to complete and return the attachment to this letter as authorisation to contact references.

If you have any questions please don't hesitate to contact me.

I very much look forward to working with you.

Yours sincerely,

Appendix 10 – REFERENCE REQUEST TEMPLATE

NAME
ADDRESS

DATE

Dear FIRST NAME,

STRICTLY PRIVATE AND CONFIDENTIAL

RE: APPLICANT

The above named has been offered the post of JOB TITLE and has given your name as a referee.

I would be grateful if you could complete the attached form and return as soon as possible; this can either be electronically or in the post marked Private & Confidential and for my attention to the address above. A job description is also attached for your information.

An early reply would be greatly appreciated.

Yours sincerely