Policy 50: Recruitment and Selection Policy

Last updated by: SH, RH, RS

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1. **STATEMENT OF INTENT**

Age UK York (AUKY) will recruit and select all employees in an equitable, effective and efficient manner that will ensure we have the appropriate people employed within the organisation to deliver the best level of service.

2. **SCOPE**

a) This policy will act as the framework for any recruitment and selection processes that are undertaken;

b) All individuals in AUKY who are involved in the recruitment and selection of staff have a responsibility to ensure that they are familiar with the terms of this policy and ensure that both they, and their staff, adhere to it at all times;

c) All recruitment will be carried out within the terms of both the law and AUKY’s Equality and Diversity Policy;

d) Any decisions on selection will be made solely on merit and will not discriminate on the grounds of age, gender, marital status, race, ethnic origin, colour, nationality, national origin, disability, sexual orientation, gender reassignment, religion, HIV status, unrelated criminal convictions or membership (or non-membership) of a trade union;

e) AUKY opposes all forms of unlawful and unfair discrimination;

f) AUKY intends to promote good practice carried out in a lawful, efficient and cost-effective manner.

3. **THE RECRUITMENT PROCESS**

a) Whenever an employee leaves AUKY, before recruitment of a replacement is embarked on, a thorough review will take place on the necessity of the post, its duties, responsibilities and pay rate;

b) Any changes that have taken place in AUKY will be reflected in the recruitment for the vacancy;

c) The opportunity for career progression of existing team members will also be considered.

4. **The JOB DESCRIPTION**

a) All posts within the organisation will have a job description;

b) The job description for the post to be recruited for, if it is to replace a departing employee, will take account of:

   • Any changes to the work;
   • Which new employee needs are essential and which are desirable;

c) A detailed job description for the post will be drawn up and agreed and will contain the following:

   • Job title
   • To whom the person will be responsible
   • Any posts reporting to the role
   • Main purpose of job
   • Key duties and responsibilities
   • Internal relationships (which departments/people they liaise with)
   • External relationships (which external bodies groups will they liaise with)
   • Any special working conditions (i.e. week-end or out of hours working)
5. The **PERSONAL SPECIFICATION**

a) The personal specification will:

- Be of equal importance to the job description;
- Closely affect the decisions on selection;
- Detail the skills, experience, abilities and expertise required;
- Be specific, related to the job and not unnecessarily restrictive, i.e. only qualifications strictly required for the job will be identified as essential;
- Assist those responsible for selection to make an informed decision and ensure objectivity;
- Contain the following elements, which are required to be able to do the job:
  - Knowledge (including specific, necessary qualifications)
  - Skills and abilities
  - Experience
  - Aptitudes

6. **ADVERTISING THE VACANCY**

a) Employees made redundant elsewhere in AUKY will first be offered any available posts;

b) Posts will then normally be advertised internally and AUKY will take into account its aim to encourage career progression as well as to employ any volunteers where appropriate;

c) Posts will then be advertised externally in the appropriate media and contain the following information:

- The AUKY logo
- Job title and salary
- Brief details of the post
- Key requirements from the personal specification
- Details of how to apply (including the fact that CVs are not accepted)
- Where and how to obtain an application form and information pack
- Closing date
- Interview date(s) if possible

d) External and internal candidates will be dealt with in the same way regarding information, short-listing and interviewing;

e) Application forms will contain a separate sheet showing the candidate's name and other personal details. This will be separated from the application form, both sections being coded to match up once the short list and interview process is undertaken;

f) Posts will not be filled by word of mouth as this could lead to indirect discrimination.
7. The APPLICATIONS PROCESS
a) All applicants will receive the same treatment as follows:
   - Confidentiality will be observed;
   - Equal opportunities for private discussions about the post;
   - Equal opportunities to visit the work place;
   - Equal opportunities to consider and discuss access and any possible adaptations and aids;
b) All applicants will receive an information pack that will contain:
   - Application form
   - Details of the work of AUKY, including the mission statement
   - Job description
   - Personal specification
   - Copy of AUKY’s Equality and Diversity Policy
   - Copy of Equal Opportunities Monitoring form
   - Copy of Criminal Records Disclosure form (if appropriate);
c) The information pack will also be available on the AUKY website;
d) Applicants will be provided with a large print version of the pack if requested.

8. THE SELECTION PROCESS:
a) A selection panel, consisting of two or three people will review all the applications and
   select for a short list, normally of not more than 6 or 7 applicants, basing their decision on
   the basis of evidence that the applicant has met the requirements of the personal
   specification for the post;
b) Application forms will consist of three separate parts:
   - The first section will record details of required skills, qualifications, previous job
     history and other information pertinent to the personal specification and job
     description. This is the part that will be used as the selection criteria for short-listing
     for interview;
   - The second section will record personal details including name, age, sex, nationality,
     etc: None of this information will be forwarded to the selection panel;
   - The third section requests equal opportunities information and is used as a check
     that the equal opportunities policy is working effectively;
c) When application forms are received, each candidate will be allocated a reference number
   and this number will be logged on the separated parts of the application form, so that the
   records can be married up again later;
d) Applicants who are not short-listed may be sent a stock letter thanking them for their
   application and advising them that they are not short-listed. Feedback will be offered,
   provided by the short-listing panel;
9. The INTERVIEW PROCESS

a) The selection panel will decide the most appropriate way of creating an opportunity for candidates to display and have appraised all the necessary knowledge, skills and aptitudes that are required of the post holder;

b) The selection process will have a structured interview as a minimum requirement. There may also be:
   - A presentation on a given subject area to be prepared in advance;
   - A presentation using electronic or other aids;
   - Examples/evidence of work undertaken in the past;
   - Other methods depending on the actual job applied for.

c) All candidates who are shortlisted will be sent a letter inviting them to interview. The letter will contain:
   - Details of date and venue (with travelling instructions if applicable);
   - A request to contact the writer of the letter if they have any special requirements in relation to the interview (this could be to do with access to the venue or any other special needs related to a disability);
   - An explanation of the selection methods, time to prepare for the process and be told the length of time expected for the process to be presented. They may request equipment such as flipcharts, USB facilities etc to be available;
   - Information on anything they need to bring with them, i.e. proof of qualifications essential to the post, examples of work etc.

d) At the interview, an interview chart for each short-listed applicant will be used by the selection panel. Each chart will:
   - Identify the applicant by coded number;
   - List the questions to be asked of each applicant,
   - Use a points system to mark the points for each applicant's response to each question;
   - Use an additional comments box for use by each panel member;
   - Indicate any supplementary questions asked and the responses;

e) At the end of all the interviews the selection panel will:
   - Discuss the points they have awarded to each applicant;
   - Discuss the additional comments they have written;
   - Decide which of the applicants should be offered the post; OR
   - If the panel cannot come to a decision they will refer back to the Chair for discussion and a decision; OR
   - Decide not to offer the post to any applicant and refer back to the Chair for further action;

f) All unsuccessful candidates will be written to and advised that they have not been successful. Feedback will be offered;

g) All the applicants’ paperwork will be kept in a secure locked cabinet for three months and will be used to provide feedback if requested;

h) All paperwork for unsuccessful applicants will be destroyed after 3 months;
I) The successful applicant’s paperwork will be kept to form part of that employee’s personal file which will be kept securely for the duration of the employment.

10. **APPOINTMENT PROCESS**

a) Once the successful applicant has been selected, the offer of employment will be made as soon as it is practicable;

b) Offers of employment may be made subject to the receipt of satisfactory references, medical examinations, and criminal records checks. In addition, in terms of the Asylum and Immigration Act, AUKY must ensure that all employees have permission to be in, or work in the UK. Thus the successful applicant must provide:

- A British passport or a passport or national identity card from an EU country or Switzerland;
- A passport or other travel document endorsed to show that the holder can stay indefinitely in the UK, or that they can stay in the UK and are allowed to undertake the type of work that they are being offered;

A National Insurance number is not sufficient evidence that an individual is eligible to work in this country;

c) The successful applicant may initially be telephoned to check they are still interested in the position and an offer made;

d) At least two references will be taken up on all appointments. References will:

- Normally be sought from the current and previous employers;
- Otherwise be sought from a number of other sources. This will be discussed with the candidate during the selection process;
- Be in writing although oral references will be accepted if immediately, confirmed in writing;
- Not necessarily be from the current employer prior to a provisional employment offer being made;
- All verbal offers of employment will immediately be followed up by written confirmation;

e) The successful candidate will always be asked to confirm their acceptance of the offer in writing and indicate when they would be able to start with AUKY.

11. **COMMENCING EMPLOYMENT**

Once all the necessary checks have been made and satisfactory references obtained:

- A starting date will be agreed with the candidate;
- Arrangements will be made for them to be entered onto payroll and for their induction training;
- Six month probationary period arrangements will be made.

12. **The PROBATIONARY PERIOD**

a) During the probationary period there will be ongoing assessment consisting of:

- Familiarisation and learning;
• Engaging with colleagues process on both sides;
• Dealing with points and problems that may arise;
• Documentation of discussions and supervisions;
• Final assessment and confirmation in post.

b) The probationary period may be extended. This will be:
• Discussed in detail with the employee, and the reasons for it fully explained;
• Accompanied by specific targets to be met which will be formally agreed and confirmed in writing.

c) In the very rare circumstance that AUKY has to consider terminating an employee’s service at the end of the probationary period:
• This will be dealt with under the terms of the Disciplinary and Appeals Procedure;
• The employee will be advised of a formal meeting with the Disciplinary panel to discuss the issue, and be offered the opportunity to be accompanied by a colleague or a trade union representative;
• Any final decision taken will be confirmed in writing;
• The employee has the right of appeal. Further details are contained in the Disciplinary Policy and Procedure.
RECORD OF CRIMINAL CONVICTIONS

To be completed and returned with your application form.

Age UK York works with vulnerable older people.

Having a criminal record will not necessarily bar applicants from working with AUKY. This will depend on the nature of the position and the circumstances and background of the offence(s).

AUKY reserves the right to request a Disclosure and Barring Service (DBS) disclosure on any of its staff who are employed in areas where they will come in direct contact with vulnerable older people.

Under the Rehabilitation of Offenders (Exemptions) Order, 1974, we are required to ask you to provide details of any criminal convictions, spent or otherwise, that you have.

Do you have any criminal convictions? YES/NO

If yes, please provide details:

Signed...........................................................................Date...........................  

Information given on this form will be treated in the strictest confidence and in accordance with the requirements of the General Data Protection Regulations.

Place these two pages in the enclosed envelope marked 'For the attention of Rebecca Hall', seal the enveloped and return it with your application. The envelope will be marked with your candidate coded reference number and only opened if AUKY is considering making you an offer of employment.

If you are not short-listed or, having been interviewed, are not offered employment, the envelope, still sealed, will be returned to you with the appropriate letter about your application.