

RECRUITMENT POLICY AND PROCEDURE

reviewed and adopted January 2012

1. PURPOSE

These guidelines have been drawn up for use by SIGNAL FS Family Support Ltd's ('SIGNAL FS') Management Committee to ensure that recruitment procedures have consistency and that they adhere to the SIGNAL FS Equal Opportunities Policy.

2. PROCEDURE

When undertaking Recruitment and Selection, SIGNAL FS will seek to promote equal opportunities and have regard to all of the relevant legislation

2.1 Temporary Workers and Casual Workers

For all employment posts which are over six months, there will be an open recruitment process as described below. For temporary posts lasting less than six months, the Management Committee may appoint to post.

Where there is an urgent need to fill a more permanent post, the Management Committee may appoint on a temporary basis pending the successful completion of the open recruitment process. It will be made clear to the temporary post holder that they will be required to go through an open selection process if they wish to apply for the permanent post and that they will be treated the same as other candidates applying.

2.2 Internal Candidates

Internal candidates can apply for vacancies in the same way as external candidates and will be assessed in the same way as external candidates.

In some cases, it may be appropriate for potential internal candidates to be consulted about the post, the nature of work carried out and the role of the post holder. However, Internal candidates are not to be involved in the preparation of any of the documentation relating to the recruitment process and will not be involved in the review of the applications, shortlisting or interviewing of the candidates. If consultation is necessary, this should be clearly documented at the point of making a decision about the role of the post, to ensure there is transparency and no conflict of interest.

Members of the Management Committee who are considering applying for a vacant post must declare an interest and withdraw from any discussions relating to any part(s) of the recruitment process. If successful the committee member will be requested to resign from the Management Committee. This is agreed when application is received.

2.3 Relationships with Candidates

Any relationships or previous knowledge of candidates should be declared by the Committee, Panel members or others involved in recruitment process as soon as they are aware of this and documented. Panel Members who are deemed by the Management Committee to have a potential conflict of interest may be requested to withdraw from the recruitment process.

3. RECRUITMENT PROCESS

3.1 The Vacancy

The Management committee keeps current staffing needs under regular review and new posts may be created from time to time. When a vacancy arises a further review of staffing needs and service delivery will be undertaken, and a decision made on the optimum post to fill the vacancy. This work should be done by the Chair and in conjunction with the committee. Any necessary approval from funders will be sought before making any changes to posts.

3.2 Job Analysis

The needs of the post will be analysed in terms of what the post holder is needed to do, what outcomes are being sought etc. This work should be done by the Chair in consultation with committee or the recruitment subcommittee if one has been established at this point.

The Recruitment Sub Committee: When a new post is identified or a vacancy arises the Management Committee will agree a timeline for the recruitment process. A Recruitment Subcommittee will be set up by the Management Committee and will be responsible for preparing the documentation, placing the advertisement, appointing the Panel and organising the job interview process.

3.3 The Job Description and Person Specification

The person specification must include the essential skills, experience and knowledge relevant to the needs of the post which the applicant needs to either have or have the ability to develop within an agreed timescale (usually three months). The specification may also identify desirable skills and / or experience relevant to the needs of the post.

The recruitment sub committee will decide if there is a 'genuine occupational requirement' for the post holder to be a member of a particular sex or ethnic group. This is permissible under the terms of the Sex Discrimination and Race Relations Acts.

3.4 The Panel

The Panel will be appointed by the Recruitment Sub Committee and should be as representative as possible. It should consist of at least three people, and ideally be mixed in terms of gender and race. The Panel must include one Officer and at least one other member of the Management Committee. Individuals who are not members of SIGNAL FS may be invited to attend in an advisory capacity.

All shortlisting and interviewing will be done by the whole Panel. A timetable will be agreed, to ensure that everyone is available at the necessary times. The Panel will agree the questions to be asked at the interviews.

3.5 The Recruitment Pack

All applicants will receive a standard application form. No CVs will be accepted.

The Recruitment Pack will contain:

- Letter of Invitation will include information on the proposed interview dates and the closing date.
- if an open recruitment process, information about SIGNAL FS
- the job description
- the person specification
- the application form
- EOP monitoring form
- SIGNAL FS EOP policy

3.6 The Advertisement

The advertisement will include a brief outline of the post, key requirements from the person specification, job title, how to apply, salary, closing date, proposed interview date(s) details of funders if required, EOP statement etc. The Recruitment sub Committee will agree on where to place the advertisement, taking into account options of advertising in specialist press, minority press and/or local press as appropriate.

3.7 Shortlisting

The EOP monitoring form will be separated from each application when received filed separately and used to ensure compliance with EOP commitments. They are confidential, and are not available to the panel during shortlisting or interview. This will be stated in the application pack.

Front sheets of all application forms listing personal details, name, age etc will also be removed, to ensure that forms are shortlisted as anonymously as possible.

All forms will be numbered, and shortlisted against the person specification, using the Shortlisting Form created from Person Specification, assessing whether the criteria are met, partially met, or not met.

Each panel member will assess each application form. When all have been assessed, the panel will compare their views and decide who to shortlist.

Shortlisted applicants should be contacted as soon as possible, with details of when and where the interviews will take place and a request to confirm their attendance. Details of what the interview process will entail may also be provided. Applicant will also be asked to provide details of any additional support they will need to access the interview.

3.8 The Interview

Before the interview, the panel will decide who will chair the panel and introduce the process, what questions will be asked in order to assess candidates' competence against the person specification and who will ask which questions. When welcoming each candidate the Chair will give him/her the following information: estimated length of time for the interview:

- there will be an opportunity to ask questions at the end
- all candidates are undergoing the same process
- notes will be taken to assist the decision making process
- how applicants will be advised of the decision
- any agreed feedback process

Notes will be taken of interviews.

The questions posed to applicants will be based upon the information provided in their application forms and will relate only to the requirements of the post as set out in the job description and person specification.

3.9 The Decision

When all the interviews are completed and each panel member has scored each candidate, the panel will compare their views and make a decision. Respective total scores are calculated and the candidate with the highest score should be offered the job, unless neither candidate is deemed suitable. In the event of two candidates being regarded as of equal suitability, whether on the basis of arithmetical scoring or otherwise, these candidates may be invited to attend second interviews. Great care must be taken at this (and indeed every) stage of the process to avoid a decision, which might be perceived as being discriminatory. Particular care is needed if deciding against a person who has a high or the highest arithmetical score and grounds for such a decision need to be clear, persuasive and recorded. Where a salary has not previously been specified this should now be agreed based upon the applicant's skills and experience.

The candidates should be notified, ideally by phone. The successful candidate should be offered the post, subject to the receipt of satisfactory references.

The panel needs to agree how, and when, they will give feedback to unsuccessful candidates, and who will give it. Feedback should focus on the extent to which the candidate did or did not meet the criteria on the person specification at interview.

The panel should also decide on whether 2nd and 3rd placed candidates are suitable for the post, should the first candidate not take up the offer, or not be able to take up the post at some later date. This should be recorded.

If no candidates are deemed suitable for the post, the post may need to be re-advertised. The wording and placing of adverts, person specification requirements, job description and terms and conditions may need to be reviewed before this happens.

3.10 References

Any offer of a job to the successful candidate is conditional upon references. Requests for references need to be as specific as possible. The person specification and/or the job description should be sent to the referee(s) who should be asked to comment on the applicant's ability to meet these requirements. In addition, specific questions should be asked about the person's disciplinary and sickness record over the past two years.

The Panel may decide to request references before interview: if so, you must tell all applicants, in the covering letter that you will be doing this

3.11 The Offer

The offer letter should include two copies of the contract to be signed, should confirm details of the salary and the starting date and should clearly state that the offer is made subject to receipt of satisfactory references.

3.12 Induction

An induction process should be arranged. This will be tailored to the nature of the post but should include introductory meetings where possible with key internal and external people and organisations, the history and management structure of the organisation, key policies and procedures, health and safety and internal procedures

The Management Committee should assess new post holder's training needs and consider how these are to be met.

3.13 Records

All records of advertisements, applications, shortlisting and interviewing forms and notes should be kept for 6 months after the interview process in case of dispute.