

Recruitment and Selection Procedures

Introduction

Recruitment procedures need to be fair, open and consistent. To defend a claim of discrimination, you need to be able to PROVE that you ONLY looked at the candidates' RELEVANT skills, knowledge and experience AND that you treated everyone consistently. Proper records should be kept of each step for six months - they may be needed as evidence in a tribunal or court.

"EMPLOYER" means the governing body - the Board or Committee of the employing organisation.

This guide covers 10 steps of recruitment and selection:

1. Write a JOB DESCRIPTION or update the existing one
2. Write a PERSON SPECIFICATION or update the existing one
3. Appoint a RECRUITMENT PANEL
4. TIMETABLE & BUDGET
5. Write the ADVERT
6. Prepare JOB PACKS
7. Plan the INTERVIEW DAY(S)
8. SHORTLISTING & FINAL DECISIONS RE INTERVIEW QUESTIONSI
9. NTERVIEW AND DECISION MAKING
10. APPOINTMENT

The 10 steps in detail

1. Write a JOB DESCRIPTION or update the existing one

The Job Description says what the JOB is - its main aim and specific duties - the more detail the better. The Employer should formally agree this Job Description before recruitment starts.

2. Write a PERSON SPECIFICATION or update the existing one

The Person Specification says what kind of PERSON you are seeking - their skills, knowledge and experience. Say which are essential and which are desirable. Avoid asking for academic qualifications and stress that unpaid experiences are valued. Avoid discriminatory requirements e.g. if travel is necessary a disabled person could use assisted transport rather than having to drive. If there is a genuine occupational qualification to be of a particular race or gender, check that this is justified under the legislation, and state why in the person specification.

3. Appoint a RECRUITMENT PANEL

Try and reflect the diversity of the group. Tell the panel members whether they have a vote or whether they are observers - particularly if staff are on the panel. Try and have an odd number on the panel or

give someone a casting (deciding) vote. Record the names of the people on the panel (only agree substitutes in emergencies) and ensure they can see the recruitment process through to selection. Give the panel power of appointment and rejection - only the people on the panel will know the detail about applicants. Decide whether the panel will take up references for all candidates or only the successful candidate. Give guidelines on confidentiality and conflict of interest (declare if they know the candidates). Tell them what records to keep e.g. of reasons for selection or rejection and who the records should be given to (a central secure location).



4. RECRUITMENT TIMETABLE & BUDGET

Agree dates for advertising, closing date for applications, and for the panel to shortlist and interview. The same panel should shortlist and interview. Sometimes there is a preliminary sifting or "longlisting": whoever does this should keep records of decisions. Leave 3-4 weeks between advertisement and closing date, and 2 weeks between closing date and interview date, bearing in mind bank holidays or annual leave of panel members or person receiving the returned applications. The budget will govern where the advert is placed and for how long, plus interview

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expenses for panel and applicants. Some jobs will benefit from advertising in minority press. Remember other media: websites, local radio, mailings.

5. Write the ADVERT

This should include brief summary of job description aim and main points of person specification, plus salary, hours, length of contract/funding, location of worksite. Say where to get application forms and further details, who to return completed forms to and by when (closing date). If possible, state date and location of interview. Place the advertisement(s) in appropriate media as far as possible during the same time period. Remember charity/company numbers and any logos. State reasons for any Genuine Occupational Qualifications (race/gender). Don't forget, there are ways of advertising your post for free: for example on the CVS website and regular email bulletin.

6. Prepare JOB PACKS

These should include publicity about the organisation/project, job description, person specification and application form (updated if necessary), and additional information e.g. written tests to accompany application form. Tell applicants whether they will be told they have not been shortlisted or whether silence means rejection. Put some packs together in envelopes so you can write the applicant's details straight on the envelope.

You may want to keep a record of who has asked for a pack or at least the number of enquiries. Unless someone has been nominated to discuss the post informally and this has been stated on the advert, avoid getting into discussion with applicants about the nature of the job - this could lead to a claim for discrimination from people who have not had the benefit of such a discussion. By all means discuss practicalities like where the interview will be held - this could enable a disabled person to have their needs met. Adding the job packs to your website to be downloaded by applicants should also be considered: it can save considerably on postage costs for your organisation.

7. Plan the INTERVIEW DAY(S)

Is the location as accessible as possible? If not, can you arrange to interview disabled candidates elsewhere? What will you do if a candidate is on holiday or off ill? Who will meet and greet the candidates? Will there be any informal discussions before hand and are these part of the decision making process? If not, avoid the panel being involved in the informal session. Decide on refreshments for candidates and panel. Prepare for

any tests e.g. a typing test, and get equipment ready e.g. overhead projector for presentations. Draft interview questions - or these can be decided at the shortlisting meeting. A helpful tip is to type the questions down one side of the page, leaving space for the panel to note the candidates' replies down the other. Asking each candidate the same questions goes towards proving a non-discriminatory procedure but beware of supplementary or follow-up questions.

AVOID ALL QUESTIONS RELATING TO NON-RELEVANT MATTERS particularly about personal issues e.g. occupation of partner, sexual orientation, marital status, responsibilities for children or other dependants. Only include questions about health and disability if they are directly relevant to job requirements and be prepared to make reasonable adjustments. Only include questions about previous convictions if this is appropriate to the job. Prepare documents for panel - copies of Job Description & Person Specs, copies of application forms if necessary, shortlisting sheets, interview questions and scoring system if used.

8. SHORTLISTING & FINAL DECISIONS RE INTERVIEW QUESTIONS

Before starting shortlisting, the panel should decide the maximum and minimum number of applicants to interview. You may want to allow each candidate between 30 minutes to an hour with 15 minutes break between interviews. Allow time for decision making at the end. Each panel member should look at each application and decide against the criteria on the person specification (and no other) who to shortlist for interview. The panel should then discuss collectively and agree on a final list. Record decisions and reasons. Finalise the interview questions and decide who will ask them. Decide what the candidates will be told about decision making: who, when, how. Decide whether feedback will be given and, if so, who by and how. Write to interviewees giving time, date, venue (enclose maps), available expenses, any tests or presentations required (allow disabled people to ask for reasonable adjustments), length of interview, who will interview, and whether there is more than one interview stage. State whether you want them to confirm attendance and, if so, by what date.

9. INTERVIEW

Each member of the panel must be able to justify his or her individual decisions with evidence gathered from the application form, tests and interview. Record decisions and reasons. Offer the successful candidate the job "subject to references".

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10. APPOINTMENT

Inform unsuccessful candidates. Confirm all decisions in writing. Take up references and, when satisfactory references are received, write a confirmation letter of appointment to the successful candidate with information about starting date and arrangements e.g. time, place, and person to report to. Prepare a written statement of terms and conditions of employment - this **MUST** be given to the appointed person within 8 weeks of them taking up the post. Prepare an induction programme and ensure someone will be there to welcome them to their new job!

This fact sheet is one of a series of fact sheets produced by High Peak CVS. **They can all be downloaded from our website www.highpeakcvs.org.uk/how**

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training and with legal issues. We have resources, including a meeting room, computers and OHP for use by groups.

To find out how we can help your group, please contact us on 01663 735 350 or email hello@highpeakcvs.org.uk