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**Recruitment and Selection Guidelines**

**Policy Control Page**

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| Responsible Person | CEO |
| Approval Date | April 2020 |
| Review Due | April 2023 |
| Approved By | Trustees |
| Status | Approved |

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| Date | Version | Update |
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**Recruitment and Selection Guidelines**

**The Selection Panel**

The Selection Panel is the group of people who are involved at all stages in the recruitment and selection process. The relevant line manager always sits on the selection panel along with a service user and a member of the HR function, unless decided otherwise by the Board of Trustees.

All members of the selection panel should be aware that any information about applicants and deliberations during short-listing or at interview are strictly confidential.

**Job Description**

The job description should be a simple, clear statement of the duties and responsibilities expected of the post.

What should be included:

* Accurate job title and the grade of the post
* Main purpose of the job
* Position in the Organisation, responsible to / for
* A statement of the commitment of LOD to equality of opportunity
* The main duties and responsibilities to be performed by the post holder including the requirement to ensure the practical application of equal opportunities in their work
* All job descriptions should have included ‘any other duties, within the competence of the post holder, which may be reasonably required from time to time’.

**Person Specification**

Each job description should be accompanied by a person specification. It identifies the essential requirements of the post and provides the basis for:

* Advertising
* Shortlisting
* Interview questions
* Final selection panel

A person specification is a list of essential requirements needed before a person can carry out a job. The requirements should relate solely to the duties and responsibilities contained in the job description. Desirable requirements may be added but they should only be used to help the panel to shortlist if there are a large number of applicants meeting all the essential requirements.

The person specification should address:

* Experience / qualifications
* Skills / knowledge
* Other specific requirements – the requirements identified should be objective and measurable

The person specification should also indicate how applicants will be assessed as to whether they meet each requirement.

**Advertising**

The advertisement will be the first point of contact with LOD for most people. It is therefore important that it reflects our values. It should be sufficiently clear to enable a potential applicant to decide whether they can do the job and for LOD to receive appropriate applications.

What should ideally be in the advert:

* LOD logo and name and any other funding as necessary
* Job title and location
* Salary
* Summary of the main requirements of the job from the job description and person specification
* Address and phone number for obtaining more details
* An equal opportunities statement
* Closing date
* Interview date

Opportunities to apply should be made to a wide cross section of the community. When advertising, account should be taken of race and sex discrimination legislation.

**Responding to Enquiries**

A record should be kept of the number of enquires for the post and ideally information should be sent out within 24 hours.

**Receipt of application forms**

Arrangements should be made for one person to receive completed application forms to ensure there is confidentiality. Equal opportunities monitoring forms and rehabilitation of offender’s forms should be kept separate from the application forms. Any details of convictions returned in a sealed envelope are only opened if the person is shortlisted.

Application forms received after the closing date should not normally be put forward for shortlisting.

**Shortlisting**

The shortlisting process is the first assessment stage. Each application form should be read to identify whether the candidate meets the requirements as set out in the person specification. It is not appropriate to add additional requirements at this stage.

Process:

* The selection panel should meet all together. They should have all the completed application forms and a shortlisting record form as well as a copy of the job description and person specification. Shortlisting should take place as soon as possible after the closing date.
* Each member of the panel should assess individually each application form to ascertain whether the applicant meets each of the person specification criteria and fill in the record form. It should be an objective assessment against the person specification and not against other candidates. It is essential that all panel members understand the person specification criteria, use the same method of assessment and apply it consistently.
* From the information on the assessment form the panel should mark each applicant against each person specification criteria. To ensure consistency there should be an agreed method of marking for example:

0 = not met

1 = met in part

2 = met fully

* Only information on the application form should be used in the assessment. There should be no discussion of a person’s qualities from other sources. If a person is known personally to a member of the panel they should declare an interest.
* The assessment should be made against the essential requirements and a total arrived at. Desirable requirements should be totalled but only be used in the decision making process if there are a large number of applicants meeting all the essential requirements.
* Once individual panel members have made their own assessment, the panel, as a whole, should discuss who meets all the requirements and should be interviewed. Decisions and the reasons should be recorded on the shortlisting form. This record is important in case any applicant claims race or sex discrimination.

**Whom to interview**

Interviews should only be offered to candidates who meet all the essential requirements and have the highest number of points. If there are insufficient candidates, consideration should be given to those who meet most of them or to re-advertise.

If there are too many candidates who meet all the essential requirements and it is not possible to separate them using the desirable criteria then short preliminary interviews should be considered.

If a conviction has been declared, then the panel, after deciding to shortlist, should decide whether to debar the candidate from the post bearing in mind the nature of the post and the conviction and the age and frequency of convictions.

**Preparation for Interviews**

The panel should have discussed the interview process and prepared the questions. The role of panel members and the process to be followed in determining which candidate should be offered the post should be agreed.

The venue should be accessible so anyone with a disability can gain entry independently.

**The Interview Process**

The purpose of the interview is to allow candidates to demonstrate their skills, knowledge and abilities as set out in the person specification.

As part of the interview process, candidates may be asked to give a presentation or facilitate a group of service users or do an admin test, depending on the nature of the role they are applying for.

The selection panel should be friendly and welcoming and not prejudge candidates. They should be aware of body language.

Each panel member should have interview assessment forms for each candidate. This form should include the questions to be asked and space to record the relevant points of the responses from candidates. Each panel member should use the interview assessment form for each candidate to record points from each question asked.

Each panel member should make their own assessment after the interview; they should not discuss or make decisions about candidates until after the final interview has taken place and all individual assessments have been made.

After the final interview, the chair should collate the total marks for each candidate and ask the panel whether or not on the basis of their assessment they consider able to appoint the person. The panel should aim to reach a consensus decision about which candidate should be offered the post.

When a final decision is reached, the chair should record the reasons for not appointing the other candidates and collect the record forms from the panel members. These should be kept for 6 months in case there is a query or complaint from one of the candidates. These documents are essential if there is a complaint to an industrial tribunal.

If there are no candidates who meet all or most of the person specification criteria, it is necessary to re-advertise. In this case the person specification criteria and advertising should be reviewed to ensure they are targeted appropriately.

Only members of the selection panel should determine to whom the post should be offered. As previously all information gained from the interviews is strictly confidential.

Any candidates who are unsuccessful at interview will be given the opportunity to request feedback

**References**

All appointments should be subject to satisfactory references and proof of eligibility to work in the UK, before they are confirmed. Two references will be requested for most posts, but posts on the Senior Management Team will require three references.

A reference should always be sought from an appointee’s current employer or most recent employer. References should be requested in writing and a copy of the job description and person specification enclosed.

Specifically any referee should be asked to comment on:

* The person’s suitability for the post taking account of the job description and person specification
* Make particular reference to anything concerning suitability about which the selection is uncertain
* Give details of the person’s absence record including sickness record and time keeping
* Whether disciplinary action has ever been taken against the employee
* Whether they would re-employ

If references are taken up before interview they should not be made available to the selection panel until after a decision has been made. If references are not satisfactory, a phone call to the referee may enable any uncertainty to be sorted out. This also ensures the reference is genuine. If after clarification, the reference gives cause for concern, an offer made subject to satisfactory references can be withdrawn.

**Disclosure Barring Service policy**

All staff, volunteers and trustees at LOD are required to undertake an enhanced DBS check. Living Options Devon require that all staff have their DBS checks renewed after three years.

**Contract of Service**

If satisfactory references are received, the post can be confirmed. A contract letter should be sent for the appointee to sign and return and they should be issued with LOD’s terms and conditions of service.

An induction of the new member of staff should be planned and arrangements made to monitor the induction period.

**Equality of opportunity**

Throughout the whole recruitment process, it is important to refer to the Equality and Diversity strategy to ensure that all candidates are given equality of opportunity.

Equal opportunities monitoring forms are included with the application form, but are separated from the application form before short-listing takes place. Statistics from the equal opportunities monitoring forms are collated at the end of the recruitment process to check that applications are received from a diverse cross-section of the community.