



JSENSE RECRUITMENT & SELECTION POLICY & PROCEDURE

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Policy statement

- A. We seek to be an *equal opportunities employer*, which means that we are committed to providing equality of opportunity in employment to all persons.
 - B. When recruiting new employees or when affording our current employees with opportunities for promotion, it means that we will-
 - follow the good practice recommendations of the codes of practice and other guidance issued by the Equality and Human Rights Commission (EHRC);
 - not discriminate unlawfully against any person.
 - select the best person for the job in terms of qualifications and abilities.
 - C. To achieve these aims, we have set up this recruitment and selection procedure. No position in the company may be filled unless this procedure has been followed.
 - D. The trustee board have the main responsibility for implementing this policy and procedure.
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The Procedure

1. General principles

- These procedures must be applied fairly and consistently to all job applicants.
- Assistance must be given, where needed, to job applicants who are disabled.
- All recruitment must be planned in advance and opened up to competition.
- We do not accept casual or speculative requests for employment.
- All persons who wish to work for us must complete an application form in response to an advertised job vacancy.
- All applicants must then be assessed against relevant selection criteria to determine who the best person for the job is.
- All persons involved in selecting staff must read and apply this policy and procedure, our *Equal Opportunities Policy*, and the good practice recommendations of the codes of practice and other guidance issued by the EHRC.

2. Helping job applicants who are disabled

- a. *Disability Discrimination Act 1995 and 2005*: The general rule of good practice is that our procedures and practices must be applied fairly and consistently to all job applicants. But, it is especially important that those of our staff who are involved in recruitment are also aware that they may be required to make **reasonable adjustments** to some or all of those procedures and practices if that is needed to remove any disadvantages which they cause for any disabled job applicants.
- b. This is a legal duty and failure to comply with it is unlawful disability discrimination. The adjustments need only be made for the disabled persons who require them and it may result in those disabled persons being treated more favourably than other persons; if so, that is lawful and permissible.

3. Open a recruitment file

- a. At the start of a recruitment exercise for a particular job, a *Recruitment File* for that particular exercise must be created.
- b. This file will be used to store copies of the documents associated with the recruitment exercise. As the exercise progresses, this will include copies of-
 - the job description and person specification
 - the job advertisement
 - the application forms that are received
 - shortlisting and interview assessment sheets and notes
 - letters to applicants

4. Job descriptions

A *job description* must be drawn up for every post. This is a document that sets out the essential duties of the job, including the job title. All job titles should be gender neutral.

5. Person specifications

A *person specification* must be drawn up for every post. This is a document that sets out the selection criteria which will be used to assess job applicants to determine which one is the best person for the job.

6. Advertising the job vacancy

- a. All job vacancies must be advertised to welcome applications from as many eligible candidates as possible.
- b. The following statement must be added to all advertisements:
“Our Recruitment process follows Equal Opportunities practice”.

7. Application process and forms

- a. All persons who wish to work for us must complete our standard application form for the job in question in response to an advertised job vacancy.
- b. All persons who request an application form will be sent an application pack that includes the following information:
 - the application form for the post,
 - the job description and person specification for the post,
 - the closing date and the organisation’s contact details for applicant enquiries,
 - an equal opportunities monitoring form
- c. We will normally aim to keep open our application period for each recruitment exercise for an interval of around 3 weeks.

Disabled applicants

- d. We will not normally accept *curricula vitae* (CVs), but we may accept them in exceptional circumstances as a reasonable adjustment for any disabled candidate who needs it. We are also prepared to make our standard application forms available in other formats if that too would help any disabled candidates to apply.

8. Equal Opportunities Monitoring

- a. All persons who request a job application form will be sent our separate equal opportunities monitoring form as well.
- b. All information contained in the applicants' monitoring forms will be treated with confidence and must not be read or considered by those members of our staff who sit on the shortlisting or interview panels for the posts in question.

9. The Selection Process

After the application stage closes, our selection process consists of the following stages-

- a. Pre-shortlisting
- b. Shortlisting
- c. Testing
- d. Interviews
- e. Pre-employment checks

10. Pre-shortlisting

- a. The equal opportunities monitoring questionnaires returned by the applicants will be separated from their main application forms and will be placed in the Monitoring File.
- b. The original application forms will be kept in the main Recruitment File for the exercise.
- c. The application forms submitted by the applicants will be checked to see if any disabled applicant has indicated that they have any special requirements or are requesting any reasonable adjustments during the selection process. If any such requirements or adjustments are needed, then this will be noted at an early stage so that sufficient time is available to plan and make the appropriate arrangements. Where practicable, applicants will be contacted to obtain further information.
- d. A Selection Panel for the exercise will be set up to carry-out shortlisting and interviews. Where practicable, the same panel will carry-out both.
- e. The Selection Panel will consist of at least two members and, where practicable, they will be persons of different sex and community background.
- f. No one may sit on a Selection Panel unless they have received appropriate training about fair, non-discriminatory recruitment methods.
- g. Each Selection Panel member will be given a file containing copies of:
 - each applicant's application form
 - the job description and person specification for the post
 - the job advertisement
 - this recruitment procedure
- h. Selection Panel members must not see the applicants' equal opportunities monitoring questionnaires.

11. Shortlisting

- a. Shortlisting is an initial assessment of the applicants based solely on the information contained in their application forms. The purpose is to decide which applicants meet the essential and/or desirable job criteria so that they may be given more in-depth consideration at the next stage of the process.
- b. The criteria to be applied are those that are set out in the person specification for the job in question.
- c. The essential criteria must be applied always. The Selection Panel will decide whether any of the desirable criteria will also be applied.
- d. The shortlisting decisions must be fair and consistent.

Academic qualifications

- e. In cases of doubt and before making a final shortlisting decision, the Selection Panel will make enquiries from an appropriate authority to check the values and equivalences of academic and other qualifications, especially those that were gained overseas.

Marking sheet

- f. The Selection Panel must record their assessment of each applicant on the shortlisting record sheet that has been prepared for the exercise.
- g. The completed sheet should be signed by all members of the panel and added to and kept in the main Recruitment File.

Rejection letters

- h. Applicants who are rejected at the shortlisting stage will be informed about this in writing as soon as possible afterwards.

12. Testing

- a. Testing is a method of assessing applicants that we may use occasionally.
- b. We will only use tests from reputable providers and which are proven to be capable of providing reliable assessments of the applicants' abilities to perform the duties of the job.
- c. The tests will be used to assess the applicants against only the essential and/or desirable criteria set out in the person specification for the job in question.
- d. In line with other commitments made previously in this procedure, appropriate reasonable adjustments to the testing procedures will be made for those disabled applicants who may need them.
- e. The test records will be added to and kept in the main Recruitment File.

Rejection letters

- f. Applicants who are rejected at this stage will be informed about this in writing as soon as possible afterwards.

13. Interviews

- a. Interviews are the main method by which we will assess the remaining applicants who have passed the shortlisting and/or testing stages.
- b. The Selection Panel's primary aim is to select the best person for the job.

Prior to the interview

- c. The applicants will be sent written invitations to attend.
- d. In line with other commitments made previously in this procedure, appropriate reasonable adjustments to the interview arrangements will be planned and made for those disabled applicants who may need them.
- e. The Selection Panel will meet before the date of the interviews to decide how they will carry-out the interview and to draw up the questions they intend to ask. The panel may decide:
 - whether to ask applicants to deliver a presentation and, if so,
 - whether they should prepare it in advance of the day or on the day
 - whether questions used in previous recruitment exercises for the same post are satisfactory and will be used again, or
 - whether to amend the questions or ask new ones
- f. The questions should only be job-related and designed to assess the applicants against the essential and/or desirable criteria set out in the person specification for the job in question.
- g. The questions should not seek to obtain the following kinds of personal information about the applicants:
 - religious or similar philosophical belief or political opinion
 - ethnicity, nationality or national origins
 - age or date-of-birth
 - sexual orientation
 - health or disability
 - marital status or family status or whether the applicant has children or plans to have children
- h. The panel will decide how they will score and weight the answers and questions and prepare a standardised *interview assessment* sheet against which the applicants will be marked.

During the interview

- i. All applicants should be asked the same pre-set questions but panel members may ask supplementary questions in order to elicit further information that enables them to better assess applicants against the person specification.
- j. All applicants should be treated fairly during the interview and the marks awarded to them should be fair and consistent.

- k. Each panel member will complete a separate *interview assessment* sheet for each and every applicant.

After the interview - selection decision

- l. After every applicant has been interviewed, the panel will discuss their views and assessments and jointly draw up a list of the applicants in merit order.
- m. The vacant post, or posts, will be offered to the most meritorious applicant, or applicants, in accordance with that merit order.
- n. The panel may also decide that other applicants on the merit list will be offered positions on a reserve list to fill any vacancies that may arise for the same position within the following 12 months. Again, this will be done in accordance with the merit order.

After the interview – administrative matters

- o. All of the Interview Assessment sheets will be transferred to the main Recruitment File for storage.
- p. The successful applicants will be sent conditional offers of employment, subject to any satisfactory pre-employment checks that are required.
- q. The “reserve list” applicants, if any, will be informed in writing of that decision.
- r. If a “reserve list” applicant is later offered a position, that too will be a conditional offer, subject to any satisfactory pre-employment checks that are required.
- s. The unsuccessful applicants will be informed in writing of that decision.

14. Pre-employment Checks

Right to work in the UK

- a. We are not allowed under immigration law to employ any person who is not legally entitled to work in the UK. To ensure that we comply with that law, and at the same time avoid unlawful racial discrimination against migrant workers, we will check that all persons, including local persons, whom we intend to employ, are entitled to work here and entitled to do the work in question.
- b. These checks will not be used for shortlisting or interviewing purposes. The checks will only be made in respect of persons to whom we have made a conditional offer of employment.

Health checks and examinations

- c. We will not seek health information on our application forms and such information will never be used by us for shortlisting or interview purposes.
- d. When we do seek such information it will be obtained from an appropriate medical expert.
- e. We will only seek such information in respect of persons to whom we have made a conditional offer of employment.

- f. We will only seek such information where the particular needs of the job require us to know it.
- g. We will not single out disabled persons to provide such information.
- h. In the case of disabled applicants, we will consider what reasonable adjustments, if any, may be required to the working arrangements or workplace, and we will make our final selection decision following an assessment of how the applicant would perform in the job if these reasonable adjustments were actually made.

References

- i. We will not seek a reference from an applicant's current employer unless the applicant has given his or her consent to that.
- j. We will accept references from other persons who know the applicant in a non-occupational capacity.
- k. However, all references should be job-related. Therefore, we will provide referees with copies of the job description and person specification for the relevant posts and ask them specifically for their views on an applicant's abilities to do the job in question.

Criminal records

- l. We will only ask for criminal record information on our application forms where the post requires safeguarding of clients. However, such information will not be used for shortlisting or interview purposes.
- m. We will seek a DBS check in respect of persons to whom we have made a conditional offer of employment.
- n. We will treat the information with the utmost sensitivity and confidentiality.
- o. We will not withdraw a conditional offer of employment merely because a person has a criminal record. We will keep an open mind and will make a final decision following a risk assessment, taking account of the following matters-
 - the nature of the job and the nature of any potential risks to our organisation, clients and other employees and volunteers
 - the applicant's skills, qualifications and abilities
 - how relevant the criminal conviction(s) is to the job in question
 - the seriousness of the offence(s)
 - the frequency of the offending
 - how long ago the offence(s) occurred
 - the circumstances surrounding the offence(s)
 - whether the applicant's circumstances have changed since the offence(s)
 - any representations made by the applicant or his/her referees

15. Confirmation of Offer

- a. After the pre-employment checks have been completed and are deemed to be satisfactory, the successful applicant will be notified in writing that the offer of employment is confirmed.
- b. The confirmation letter will specify the following details:

- job title
- duration of post (permanent or temporary)
- duration of probationary period (if any)
- proposed or agreed start date
- outline of main terms and conditions
- details of how to accept the offer

16. Record keeping

- a. The documents in the main Recruitment File should be kept for at least 12 months following the date of the interviews.
- b. The documents in the Monitoring File should be kept for at least 3 years following the closing date for applications.

Checklist for drafting advertisements

The text of the advertisement should be based on the text of the job description and person specification for the relevant post. The amount of detail to insert into the advertisement is at our own discretion and resources.

- **Organisation name**
- **Description of the organisation, the workplace or the workforce**
Do not use words like “young” “youthful” “mature” “dynamic” “energetic” “enthusiastic” to describe the organisation, the workplace or the kind of person we are seeking to recruit.
- **Job Title & main purpose of the job**
Job titles should be gender-neutral. Do not use terms like *Foreman*. Instead use alternatives like *Supervisor*.
- **Photographs / pictures**
If photographs or pictures are used in the advertisement then, if possible, they should show different genders and people of different races.
- **Working arrangements**
Work location / permanent or temporary contract / hours of work / full-time or part-time / whether flexible working arrangements will be available
- **Terms and conditions**
Salary and other benefits.
- **Essential criteria**
If the job that is being advertised is one of those exceptional posts in which the job duties require the job-holder to have a particular characteristic, such as a being a man or a woman, or a having particular religion or race, etc., then this should be stated in the advertisement. Staff involved in drafting such advertisements should contact the EHRC for further advice.
- **Desirable criteria**
- **Application arrangements**
The organisation’s address and telephone number / e-mail address / website address / who to contact to obtain an application form and to provide information or assistance to those who may need it / closing date for applications.
- **Equal opportunities statement**
“Our Recruitment process follows Equal Opportunities practice” / Also, refer to section 6 of the main procedure for further information.