



# Recruitment and Selection Policy

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October 2018 v2

## Principles

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Reaching People believes that paid employment opportunities should be advertised widely to ensure equal opportunity of access to those posts. As advertising jobs can be expensive and Reaching People is a service-providing charity, the full range of adverts will be limited by the finances and priorities of the charity and permanency of posts.

### Advertising

All posts will be advertised on the Reaching People website and those of involved member organisations. Electronic applications are encouraged for economic and environmental reasons.

Use of local contact networks for circulation of vacancies will also be used. Paid adverts and agencies will be considered where posts would benefit from wider circulation to attract competitive candidacy.

## The Application Process

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Adverts are placed giving at least two weeks from the date of placing to the close-date; in order not to disadvantage people by giving too short a time-period to apply. Applicants will be given guidelines about completing the application form, including the number of referees and whether there is an intention to seek references before interview. In addition, applicants will be given an indication of the need for a Disclosure and Barring Service (DBS) check, depending on the post. Proof of the right to work is required before any offer of employment is made. This documentation will be kept on file for successful applicants. Documents received for unsuccessful candidates will be shredded and securely disposed of, on appointment of the successful applicant.

All candidates receive the same information in order to ensure that the application process is as fair as possible. Records are kept of all people who have applied for packs and where they saw the post advertised, in order to monitor the effectiveness of different outlets.

Only applications written specifically for each post will be considered; Reaching People does not consider lone CV's.

Reaching People asks all candidates to complete (optional) Equal Opportunities Monitoring Forms. These can be analysed to give information about who is/is not applying for posts. These forms will be detached from the main application form prior to short listing. However, if it is indicated on the form that the person has a disability the short listing panel will be informed. This is to ensure that disabled people have the opportunity of proceeding to the selection process if they meet the essential requirements of the person specification.



## The Short Listing Process

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This is undertaken by a panel usually consisting of at least 2 staff/trustees, one of whom is the Line Manager for the Post being recruited. At least one of the panel should be trained in recruitment/selection methods.

The shortlisting panel are supplied (in advance) with -

- Job Description
- Person Specification;

and the 'ranking' or 'priority' of the characteristics, attributes and skills.

Using the above reference documents, each application is individually assessed. Having read each form, each panel member would grade 0-3 against candidate's ability. Thus panel members do not know of other members' views until all forms have been read and assessed. When all forms have been read, the assessments are compared to get the overall results. Candidates with the highest marks will be short listed.

- 0 No evidence
- 1-2 Some evidence
- 3 Evidence at highest level.

If there are significant discrepancies between the panel members' judgement, this will be discussed in order to reach a consensus.

Short listed candidates will be chosen and informed of the arrangements to conduct the selection process as soon as possible by telephone and by confirmatory letter or e-mail.

If any candidates drop out, a 'reserve' list may be held.

References will only be requested from the candidate who is selected after the selection process and interviews are completed.

## The Interview Process:

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The Panel convenes at the set time for preparation. The decision-making process is clarified.

Each candidate then arrives.

Process:-

1. Is escorted round the building if they would like to familiarise themselves.
2. (If skills tests apply) At the set time the candidate will be escorted into room for skills tests, familiarisation with equipment (set up previous day and checked) - and left to take the test for the allotted time.
3. At set time will be escorted into interview room, introduced to panel and has formal interview.

N.B. All Candidates are asked the same questions. If panel members wish to ask candidates additional questions this should be justified. For instance clarification about a point made or more



information perhaps from something a candidate has said in interview or written in the application form.

## Decision making:

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After the panel has interviewed each candidate and graded responses using the Person Specification, the results of the skills test(s) will be considered; and the panel will make a decision.

This decision does not have to be unanimous; it may be by a majority. A 'second place' person can also be agreed, (if appropriate) should the first candidate not wish to take the job or negative references are received.

### Formal Interview - Decision-Making Process

The content of the tests and how they are to be judged will be decided prior to each interview. Each panel member should read/listen to the test(s) and rank these separately to the assessment of the candidates' interview, using a 'score sheet' that will be provided.

- Each panel member 'ranks' candidates – according to their scores.
- The scores of all panel members are then shared and compared and a discussion will take place on differences and similarities, as well as competence to carry out the role. This will lead to the decision.

Panel members MUST DECLARE if they have personal knowledge about a candidate, BUT they MAY NOT give any additional information about them that is not given on the application form, or in interview. Candidates will be judged on their performance.

When discussing candidates the panel will also consider weaknesses and concerns as well as strengths:

No candidate will be 'perfect' and this exercise is about clearly identifying what our worries or concerns are about each candidate and *whether or not LASS/Well for Living has the resources to confidently address areas of perceived 'weakness'*.

Discussion of these issues will help to make an informed and considered decision.

- Comments made during these discussions will remain confidential to the panel.
- The first choice candidate will be contacted and offered the post subject to references and acceptance in writing. If the candidate does not accept, or if references are negative, the second choice candidate will be approached.

## Agreement of Feedback to Candidates

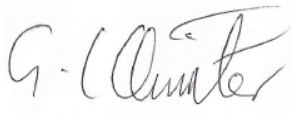
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In the interests of best practice, Reaching People offers candidates the opportunity for feedback from the selection process.

During the decision making process interview panel members will agree key points of feedback for each candidate.

Should candidates then ring and ask for feedback, they should be given these key points (and these key points only), which have been agreed by the panel. Such feedback should be given verbally.



Document Control	
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