

**(NAME OF ORGANISATION)**  
**RECRUITMENT POLICY**

1. It is the policy of (NAME OF ORGANISATION) to employ the best qualified personnel and provide equal opportunity for the advancement of employees including promotion and training.
2. All vacancies are simultaneously advertised internally and externally. We appoint internally whenever possible and where we are confident that such appointment is in the best interests of the organisation and those we serve. Individuals will be selected on merit on the basis of fair and open competition.
3. We take seriously our commitment to being an Equal Opportunity employer and, subject to the policy under 2 above, advertise/recruit to endeavour to reach as many job seekers as possible.
4. The recruitment process will follow a designated time frame (Appendix B) and procedure which will ensure that (NAME OF ORGANISATION) can respond to applicants in a timely, consistent and professional manner.
5. Respondents to advertisements will be sent the same information about (NAME OF ORGANISATION) and a copy of the Job Description and Personal Specification for the post so that applicants are fully informed about both the vacancy and the organisation prior to interview.
6. Following interview, it is our policy to respond to both successful and unsuccessful applicants informing them of the outcome.
7. Recruitment of personnel other than staff (eg volunteers) may differ in detail of procedure but will remain consistent in principle.
8. Each newly created post is reviewed in accordance with the Employment Act 2008 in relation to job share and flexible working.

## **RECRUITMENT PROCEDURES**

### **1. EQUAL OPPORTUNITIES**

- 1.1 All vacancies will be advertised internally by memo to all staff and Trustees and externally.
- 1.2 We monitor our recruitment by sending out with the Application Pack an Equal Opportunities Monitoring Form (Appendix J), in order to ensure we meet our commitment to being an Equal Opportunity employer. We will request that applicants return this form in a separate envelope to their application to retain anonymity.
- 1.3 Completed monitoring forms will be filed separately from applications.
- 1.4 We will advertise/recruit to aim to reach a broad cross section of applicants.
- 1.5 Methods of recruiting will be used in line with our Equal Opportunities policy and will include Job Centres. Applications will therefore be encouraged regardless of age, gender, race, colour, nationality, ethnic or national origins, disability, religion, sexual orientation, marital status or working patterns.

### **2. INTERNAL APPLICATIONS**

- 2.1 In line with (NAME OF ORGANISATION)'s practice of staff development and progression, vacancies are advertised internally to give staff an opportunity to apply.
- 2.2 Internal applicants may express an interest in a vacancy, in confidence, to their Line Manager, or other appropriate person. Suitability will then be assessed via an informal discussion. Internal applicants will be asked to complete an application form.
- 2.3 Family and friends of staff and Trustees may be employed by (NAME OF ORGANISATION) provided that they stand on their own merit and are interviewed and appointed as any other applicant. Boundaries must be observed by all concerned throughout the employment without reference to, or influence by, the original staff member's position or relationship. Appendix A clarifies further the policy relating to family and members.

### **3. JOB DESCRIPTION & PERSON SPECIFICATION**

- 3.1 All posts will have a Job Description drawn up by the Line Manager in consultation with the Chief Officer of (NAME OF ORGANISATION).
- 3.2 Job Descriptions will reflect (NAME OF ORGANISATION)'s Equal Opportunities policy and will not discriminate.
- 3.3 Job Descriptions will detail the tasks and responsibilities of the post (specimen attached Appendix C).
- 3.4 Person specification will detail the essential and desirable knowledge, skills and experience required for the post. A specimen person specification is attached, Appendix I.
- 3.5 Both the Job Description and Person Specification will be approved by the Personnel Sub-committee or the Chair of the Personnel Sub-committee before the post is advertised.

### **4. ADVERTISING**

- 4.1 Advertisements will be approved by the Chief Officer. Line Manager will check advertisement proofs and ensure legalities are observed. Registered Charity Number, Company Number will be included. Also a date by which applications must be received and interview date. (See Appendix B for timeframe.)

- 4.2 The Chief Officer will advertise the post by adopting the most appropriate form of advertising, eg internet site, other local voluntary groups, professional journals, recruitment consultants, private agencies or local/national newspapers. Job Centres will always be fully informed.
- 4.3 All advertisements must declare the length of the contract where the post is fixed term and that stamped addressed envelopes are required for receipt of employment pack.

## **5. RESPONDING TO APPLICANTS**

- 5.1 To ensure that applicants are treated equally, applicants are all provided with the same basic information upon receipt of a stamped addressed envelope. In the event of further enquiry being made, their questions may be answered but they may not be given privileged information which is unavailable to other applicants. The information to applicants will consist of:
- (a) Background information relating to the position and to the organisation
  - (b) Application Form
  - (c) Job Description
  - (d) Person Specification
  - (e) Summary of Terms and Conditions
  - (f) Equal Opportunity Monitoring Form
- 5.2 The recruitment process will follow the time frame laid out in recommended Timeframe Chart (Appendix B). This will enable (NAME OF ORGANISATION) to respond to applicants in a timely, consistent and professional manner.

## **6. INTERVIEW AND SELECTION PROCESS**

- 6.1 Shortlisting should be carried out by the Interview Panel, which will generally consist of the Chief Officer/Line Manager and two Trustees from Personnel Sub-committee and external representative(s) where a funding partnership is involved. Letters will be sent inviting prospective applicants for interview, informing them if a presentation is required or if a task will be set. A shortlisting proforma is attached (Appendix F).
- 6.2 All posts and interview questions will be informed by a Job Description and Person Specification drawn up by the Line Manager in consultation with the Chief Officer.
- 6.3 To ensure fair and objective selection, applicants will be interviewed by an appropriate Interview Panel.
- 6.4 All applicants will be asked the same questions at interview. Questions outside the set interview questions may be asked but only to achieve clarification from the application form.
- 6.5 Applicants have the opportunity to ask questions at any time during the interview.
- 6.6 Where appropriate, to ascertain the ability of an applicant, a short task, or presentation, which is relevant to tasks detailed in job description, will be given at interview as part of the selection process. In either case, applicants will be informed in advance.
- 6.7 Selection will be based solely on the ability of the applicant to perform to the standards required of the job and the selection methods adopted will be reliable, objective and guard against bias.
- 6.8 Two referees are required and (NAME OF ORGANISATION) may make job offers of employment "subject to satisfactory references" either verbally or in writing.
- 6.9 A standard "scoring" form is shown in Appendix E which is used to record and evaluate details of the interview and identify the successful applicant.
- 6.10 The Chief Officer and Chair of Personnel will produce a basic format of interview questions and tasks and a series of set questions will be presented to the candidate at the commencement of the interview.

- 6.11 (NAME OF ORGANISATION) has standard forms to support Interview Panels.
- 6.12 By completing and submitting the recruitment application form the applicant authorises (NAME OF ORGANISATION) to obtain references to support the application.
- 6.13 By completing and submitting the recruitment application form the applicant is confirming a declaration that the information given on the form is, to the best of their knowledge, true and complete. Any false statement may be sufficient cause for rejection, or, if employed, dismissal.
- 6.14 A standard application form is attached (Appendix D). Curriculum Vitae are not accepted as an alternative to the application form.

## **7. POST INTERVIEW**

- 7.1 After selection has been made, telephone calls/regret letters as appropriate will be sent to unsuccessful applicants as soon as possible following the interview date. A shortlist may be appropriate in the event of the first choice not taking up the post.
- 7.2 Two references will be taken up. If time is a concern, references may be obtained verbally but are to be followed up by written requests/references. Only if references are satisfactory may the applicant be then offered the position.
- 7.3 An offer will be sent to the successful applicant preceded by a telephone call confirming that the offer will be made.
- 7.4 Contract and induction documents will be prepared and sent to the applicant by the Chief Officer.
- 7.5 The Line Manager will prepare a new-starter induction training plan in liaison with the Chief Officer.
- 7.6 The Chief Officer will copy Finance with all relevant information to process payroll details.
- 7.6 (NAME OF ORGANISATION) will not keep unsuccessful applicants' forms for longer than three months.

## **8. GRADING AND SALARY**

- 8.1 Grading and Salary is determined in advance of the recruitment process and is in line with (NAME OF ORGANISATION)'s policy relating to Job Evaluation.

## **9. PROBATIONARY PERIOD**

- 9.1 (NAME OF ORGANISATION) has determined that the probation period will be an initial three months. The probationary period could be extended to six months in cases where (NAME OF ORGANISATION) is not satisfied with either the progress or conduct of the employee.

## **10. CRIMINAL RECORDS BUREAU**

- 10.1 In cases where the prospective employee is required to work with children or vulnerable adults (NAME OF ORGANISATION) will advise the employee at interview that a background check will be conducted with the assistance of the Criminal Records Bureau prior to any formal offer being made. No such check will be carried out without the consent of the applicant. Equally, no job offer will be made until such clearance is received from the Criminal Records Bureau.

## **APPENDICES ATTACHED:**

- A. EMPLOYMENT OF FRIENDS AND FAMILY GUIDANCE
- B. TIME FRAME FOR RECRUITMENT OF PERSONNEL (TO BE DEVELOPED)
- C. SPECIMEN JOB DESCRIPTION
- D. (NAME OF ORGANISATION) APPLICATION FORM
- E. INTERVIEW SCORE SHEET
- F. SHORTLISTING SCORE SHEET
- G. SUMMARY OF TERMS AND CONDITIONS
- H. OFFER LETTER
- I SPECIMEN PERSON SPECIFICATION
- J EQUAL OPPORTUNITIES MONITORING FORM

**(NAME OF ORGANISATION)**  
**EMPLOYMENT OF FRIENDS AND FAMILY MEMBERS**

**Appendix to Recruitment Policy**

**Recruitment**

- It is the policy of (NAME OF ORGANISATION) to employ the most suitable person for the job.
- All vacancies are advertised internally and externally.
- Friends and family members are welcome to apply for permanent or temporary/casual posts and their applications will be fairly assessed on merit, with neither positive nor negative discrimination.
- References are taken up as for all staff as may be appropriate.
- The procedure for internal applications should be noted as it applies to friends and family members as well as staff.

**Selection**

- All persons interested in a position with (NAME OF ORGANISATION) will be invited to submit a written application as per Appendix D and will be subject to a formal interview if shortlisted.
- When friends or family members are interviewed, the Panel will comprise objective staff members and trustee(s) and will not include the interviewee's friend or family member.
- A member of the Board will also be advised in the event of a friend or family member due to be considered for a permanent position.

**Line Management**

- An employee must not be line managed or appraised by the introductory friend or family member as this could result in conflict of interest.

**Boundaries**

- Friends and family staff members are treated with the same courtesy and consideration as other members of staff and Line Managers, in particular, must ensure that they neither favour nor disfavour such staff.
- Unbiased treatment must be assured without inappropriate allusion to the relationship or inference or implication or particular responsibility or behaviour because of the relationship on either side. (NAME OF ORGANISATION) does not in any way condone bullying which is considered to be gross misconduct and could result in dismissal.
- Staff members who are members of the same family or who are personal friends must pay particular attention to boundaries and keep confidence about family and personal matters.

APPENDIX B

(NAME OF ORGANISATION)

**TIME FRAME FOR RECRUITMENT OF PERSONNEL**

Week

- |        |  |
|--------|--|
| 1      | Prepare the Job Description and Person Specification.<br>Produce internal and external advertisement.  |
| 2 to 3 | Secure approval of Job Description and Person Specification of Personnel Sub-committee or Chair of Personnel Sub-committee and confirm interview date. |
| 4      | Advertise the post giving two clear weeks before closing date.   |
| 7      | Shortlist the candidates and issue "invitation to interview" letters giving one clear week's notice.   |
| 9      | Interviews undertaken, offer of post subject to references or other factors.   |
| 10     | Upon receipt of satisfactory references, issue letter to confirm offer of appointment and letters of regret to unsuccessful candidates.                |
| 16     | Destroy applications relating to unsuccessful candidates.  |

APPENDIX C

**(NAME OF ORGANISATION)  
JOB DESCRIPTION**

**Job Title:**

**Job Holder:**

**Reports To:**

**1. Job Purpose**

A two line statement setting out an overview of the post.

**2. Responsibilities**

List here up to eight main responsibilities by which the post can be assessed.

**3. Job Context**

Describe in four to five lines the general nature of the post.

**4. Knowledge and Experience**

List about five to eight requirements that would feature in the person specification.

**5. Contacts**

Detail the contacts both internal and external, contact with Board Members, other members of (NAME OF ORGANISATION) staff or external in the form of Elected Members, local businesses, WCVA staff, etc.

**6. Dimensions**

Examples here could be number of staff that are line managed, value of any budget for which there is specific devolved responsibility, number of contacts with voluntary organisations in a year.

**We agree that this is a true and proper reflection of the job**

**Signed by post holder:** .....

**Signed by Chief Officer:** .....

**Date:** .....

APPENDIX D

(See separate .pdf for sample Application form)

(Name of Organisation)

**INTERVIEW SCORE SHEET**

Post:

Candidate: .....

Question	Score 0-5	Comments
Presentation/Task (Score 0-10)		
1. Narrative		
2. Narrative		
3. Narrative		
4. Narrative		
5. Narrative		
7. Narrative		
8. Narrative		
9. Narrative		
Total & Overall		

APPENDIX F

**SHORTLISTING –**

<b>Candidate</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>Total</b>	<b>Comments</b>
1. Narrative												
2. Narrative												
3. Narrative												
4. Narrative												
%. Narrative												
6. Narrative												
7. Narrative												
8. Narrative												

Fully Meets = 2

Partially Meets = 1

Does Not Meet = 0

*Summary of Terms and Conditions*

**Job Title:**

**Hours:** Full-time 37 hrs per week. Normal working hours 9.00 am – 5.00 pm but with occasional evenings and weekends.

**Base:** The post will be based in the (NAME OF ORGANISATION) offices

**TOIL:** Overtime is not available but (NAME OF ORGANISATION) will grant Time Off In Lieu where staff have worked over their contracted hours and have completed the TOIL claim form and had approval from their line manager.

**Salary:** (NAME OF ORGANISATION) Grade per annum paid monthly in arrears by BACS.

**Expenses:** Travel expenses incurred while on (NAME OF ORGANISATION) business will be recompensed at the current rate (40p per mile) on receipt of a completed travel claim form approved by their line manager.

**Annual Leave:** The postholder is entitled to 25 days annual leave (*pro rata part-time staff*). Reasonable notice should be given and leave must be recorded on an annual leave form and approved by their line manager. Any pre-booked holiday needs to be declared and may need to be taken as unpaid leave

**Public Holidays:** Entitlement for this year is X days (pro rata in the case of part-time staff). (NAME OF ORGANISATION) closes on public holidays and annual leave may need to be used to compensate

**Pension:** (NAME OF ORGANISATION) offers an occupational pension scheme and will pay a 6% of salary contribution into that scheme.

**Line Management/Reporting:** The postholder will be line managed and supervised by XXX.

**Duration:** The post is subject to annual review subject to continued funding.

**Probation:** The post is subject to a three month probationary period during which normal notice periods do not apply.

**I have read and understand the Summary Terms and Conditions above and I accept the position offered:**

**Signed:** ..... **Date:** .....

**Name:** .....

Date

Dear

**RE: POST**

Thank you for attending interview for the above post.

I am pleased to confirm our offer of the post subject to receipt of satisfactory references.

Please confirm in writing your acceptance of the post subject to the Terms and Conditions attached.

Congratulations and I look forward to working with you.

Yours sincerely

## **Post Title**

### **Person Specification (Sample)**

The following skills, knowledge and abilities will be required to undertake the responsibilities of the post.

#### ***Essential***

1. Good standard of general education to “A” level/ NVQ 3 or relevant experience.
2. Excellent communication skills with ability to:
  - Explain difficult concepts in plain language,
  - Record meetings and produce reports
  - Relate to people at different levels and from different backgrounds
3. Good Presentation and Groupwork skills with ability to:
  - Address meetings and seminars
  - Facilitate and chair meetings
4. Good knowledge and understanding of youth support services, including voluntary and community organisations and other youth support agencies.
5. Good knowledge and understanding of the needs of young people.
6. Ability to work on own initiative and to manage time and workload effectively, with a minimum of supervision.
7. Ability to develop positive relationships and networks with other agencies.
8. Committed, positive and flexible approach to the post, including a willingness to work some unsocial hours.
9. Commitment to equal opportunities and to ensuring that young people are positively involved in shaping local provision.

#### **Desirable**

1. Ability to communicate in Welsh

APPENDIX J  
(NAME OF ORGANISATION)

**EQUAL OPPORTUNITIES RECRUITMENT MONITORING FORM**

*We are aiming to make our recruitment procedures as fair and equal as possible. We will judge applications solely on their merits.*

*This form is **not** part of the selection process and will not be seen by those who are shortlisting or interviewing.*

*The information given on the form will help us to monitor how effective we are at targeting our recruitment.*

Please tick as appropriate:

**ETHNIC ORIGIN – Are you:**

**BLACK:**

Afro Caribbean

African

Bangladeshi

Other Asian

Other (please specify) .....

**WHITE:**

British/European

Other (please specify) .....

**SEX – Are you:**

Male

Female

**MARITAL STATUS – Are you:**

Married

Single

Living with a Partner

Divorced

Widowed

Separated

**AGE – Are you:**

Under 20

20 – 25

35 – 44

55 – 64

25 – 34

45 – 54

65 or over

**DO YOU CONSIDER YOURSELF TO HAVE A DISABILITY?**

Yes

No

POST APPLIED FOR..... Date: .....

**Approved by (NAME OF ORGANISATION) Board on**