



**Recruitment & Selection Policy
(Inc. The Recruitment of Ex-Offenders)**

The ability of FiND to consistently provide high quality care and support is dependent on the recruitment and selection of employees who are well matched to the role and committed to the vision, values, aims and success of the charity.

In order to meet our organisational and operational objectives, FiND needs to ensure that on each and every occasion we recruit the right candidate. Effective recruitment and selection will result in an effective and efficient workforce.

This policy sets out the processes for the recruitment and selection of all staff to the charity. They are designed to:

- Ensure the charity meets its legal obligations
- Ensure that the person most suited to the job is appointed solely on the basis of merit
- Ensure that all those involved in the recruitment and selection process have clear procedures to follow at each stage of the process.

The recruitment process is often the first experience a person has of the charity. It is important that we ensure that this is a positive experience, whether the applicant is successful or not. We can ensure that the process is a positive one by having panel members who are knowledgeable in recruiting staff alongside clear processes and guidelines.

Principles.

FiND will recruit and select all employees in an equitable, effective and efficient manner that will ensure the provision of the appropriate personnel able to meet the role requirements. FiND is committed to recruit all staff on merit in order to provide quality services that meet the needs of the people who access our services.

The recruitment and selection process will be based on the requirement of the role and in particular will refer to the criteria stated in the accompanying job description and specification.

All correspondence and information relating to the recruitment process must be treated by all concerned in the strictest of confidence. Any attempt made by a candidate to influence either directly or indirectly the decision of the panel will lead to their automatic disqualification from the process.

The Recruitment Process.

The Need to Recruit.

Vacancies across the charity can arise for a number of reasons. When the vacancy arises the Service Manager in consultation with Senior Manager must consider the needs of the service and staffing ratios (where applicable) to ensure a safe, high quality service is maintained.

Job Analysis.

To attract and successfully recruit the correct candidate, an accurate picture of the role and its requirements should be available. This will include:

- A Job Description – detailing the functions, responsibilities and accountabilities within the job
- A Job Specification – Listing the particular aptitudes, skills and abilities required for the role.

The job description and specification are interlinked and provide foundation for the quality, fairness and equity throughout the process. An accurate and up to date job description and specification should be in place before any post can be advertised, either internally or externally.(Once in place, these documents should be regularly reviewed to ensure they remain current and an accurate reflection of the role).

Equal Opportunities.

All employees involved in the recruitment and selection process have a duty to ensure there is no discrimination or unfairness throughout the process. Employees should adhere to employment legislation. For further guidance please refer to FiND's Equal Opportunities Policy.

Advertising Vacancies.

In the first instance, Managers should consider whether the post can be advertised internally. This will relate particularly to considering Bank staff for permanent positions or to opportunities for promotion to existing staff.

Currently, FiND advertises all vacancies through the recruitment search engine 'Indeed' alongside social media and the FiND website. On occasions additional methods of advertising will be utilised at the discretion of the Senior Manager.

All vacancies should follow the set advertisement which outlines:

- The job title, details of the role, salary and conditions
- The location of the vacancy
- Any specific qualifications or skills required
- The method of application to be adopted –application forms (No CV's).

Information to Prospective Applicants.

When a prospective candidate makes contact with the charity regarding a vacancy, they should be sent a Job Description, Job Specification, privacy statement and Application Form to complete and return by a set deadline.

Wherever possible an agreed timetable for the recruitment and selection process will be arranged and agreed by the Service Manager and other members of the senior team (as appropriate) prior to advertising the role.

Candidates declaring a 'confidential disclosure' should be advised to do this by returning their disclosure in a sealed envelope marked 'confidential disclosure' attached to their application. Senior staff should ensure that all returned application forms and disclosures are stored securely to protect confidentiality.

Shortlisting.

The short-listing process to select candidates for interview will be followed following the vacancy closing date. The following guidance should be followed in respect to shortlisting:

- a) Short-listing should only be done by those individuals who will be interviewing
- b) Short-listing should be done on job related criteria only
- c) There should be no pre-conceived idea of the actual number of applicants to be seen
- d) Short-listing should not take into account an individual's race, disability, age etc.
- e) The job related criteria should be applied to all applicants in a fair and consistent way

An attempt should be made to match the applicant's skills and experience, as shown on the application form, with the requirements of the job description and specification. The short-listing panel should use a marking criteria to identify the prospective candidates who can be described as being the 'best fit' for the requirements of the vacancy.

After the initial screening, a rejection letter should be sent to candidates who were not successful for interview. All of the rejected applications should be placed in a secure and confidential file and disposed of 3 months from the date of the rejection letter.

The Interview Process

In order to allow all candidates and the panel an opportunity to display and appraise all the necessary knowledge, skills and aptitudes FiND may widen the selection process according to the post. The recruitment of staff working directly with the people who attend FiND will include a number of selection methods drawn from the following:

- A written exercise
- A computer based exercise
- Spending time with some people who come to FiND
- Group work exercise
- Presentation
- Formal Interview

The Formal Interview

Preparation – FiND will ensure that:

- All parties concerned are notified of the specified time, date and location of the interview
- All candidates know to bring specific documentation (if applicable)
- The interviewing panel consists of at least two senior staff
- The panel agree on a set of interview questions to use
- The panel plan questions to elaborate on specific areas in the application form (e.g. missing dates in employment history)
- A structure/timeframe is agreed to the process
- There is sufficient cover and use an area free from interruptions

Conduct – FiND will ensure that:

- All candidates are made to feel welcome and put at ease
- Outline FiND's background (where applicable)
- All candidates are informed that the interviews are following an equal opportunities procedure and that all candidates are treated in the same way
- Open ended questions are used to encourage discussion
- No discriminatory questions are asked
- Provide an opportunity for the candidate to ask questions
- Candidates are informed as to how and when they can expect to hear the outcome of the interview

All interviews will be conducted on an objective basis, concentrating on the knowledge, skills and abilities of the applicant and their ability to fulfil the job requirements. Questions and other selection criteria used must relate to the requirements of the role

and their abilities to undertake them within the FiND environment. Clear and concise interview notes should be made by everyone on the panel and kept with each application.

At the end of the interview process, the panel must form a clear and objective view of each candidate and the reason for their decision which must be recorded and retained for a period of 3 months for unsuccessful candidates. Records for successful candidates will be retained in their personnel file.

Post Interview.

The offer of employment should be made as soon as possible and usually via a telephone conversation with the candidate.

When a verbal or written offer of employment is made and accepted, a contract exists. The letter of employment should always be a conditional offer, subject to the charity obtaining satisfactory references, health assessment for the role and a satisfactory enhanced disclosure check (Where applicable).

In addition, successful candidates will be asked for verification of their identity and qualifications. Original documents should be seen and copies placed in the individuals personnel file.

Employers are required by law to issue an individual written statement of the main terms of employment within two months of the employee's commencement date. It is important that any offer letter contains details of any particular terms and conditions of employment offered so there are no misunderstandings and so that the written statement is correct.

Successful candidates will be issued with the standard FiND contract for the post which they have been appointed, which will include details of pay and conditions of employment, including the period of probation. The candidate will be asked to sign a copy of the contract and return this for their personnel file, whilst retaining a copy for their own records.

Unsuccessful candidates will be sent a rejection letter with the offer of feedback from the service manager should they wish to utilise this opportunity.

References.

References will be used to confirm the final recruitment decision. A minimum of two written references will be requested for successful candidates, one of which should be the individuals most recent or current employer. The purpose of obtaining references is to put an additional safeguard into the recruitment process which may affect the decision to employ the individual.

Service managers should telephone referees once a written reference has been received to verify its legitimacy and to draw reference to lack of detail or any discrepancies, inconsistencies or doubts about the candidate's suitability. Managers should ensure they make a written record of the conversation.

Induction.

Upon obtaining a satisfactory disclosure check, references and health assessment, the manager will confirm a start date to begin the individual's induction into FiND. It is the managers responsibility to ensure that the induction process is planned, implemented and for purpose.

Exit Interviews.

Service managers should carry out an exit with all employees leaving the service. The exit interview will explore the individual's reasons for leaving and provide an opportunity to gain feedback on the organisation. Any concerns raised by an employee during their exit interview should be reported to the Senior Manager at the earliest convenience.

The Recruitment of Ex-Offenders.

FiND aims to promote equality of opportunity for all with the right mixture of talent, skills and potential. Given the nature of the post, criminal records will be taken into account for recruitment purposes when the conviction is relevant.

FiND meets the requirements in respect of exempted questions under the Rehabilitation of Offenders Act, 1974, all applicants who are offered employment in certain posts will be subject to a criminal record check from the Disclosure and Barring Service before the appointment is confirmed. This will include details of cautions, reprimands or final warnings as well as convictions.

Applicants will be informed at the earliest opportunity, but no later than at the interview, that a disclosure will be requested prior to an offer of employment. A copy of this policy should be made available to applicants should they request it.

Applicants will be given the opportunity to discuss the disclosure information before a final recruitment decision is made. If it is the case that the information provided in the disclosure contradicts that provided by the applicant, this should be discussed with the applicant in person as part of the post interview process.

Existing employees who are found to have a criminal record should not be dismissed as a matter of course. An investigation of the situation will be undertaken under FiND's Disciplinary Policy to determine whether dismissal is appropriate.