

Recruitment and Selection Procedure

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| This document is relevant to: | |
| Staff | ✓ |

Purpose

To explain procedures related to the Recruitment and Selection Policy.

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Introduction

Before any appointment, the post must have been approved by the Board of Trustees.

The process of recruitment and selection must be seen as a continuous process from the application form and assessing training needs through to the exit interview. The aim of this document is to provide a fair process and eliminate discrimination, thereby offering equality of opportunity for all prospective candidates. Therefore, this procedure will review all key areas and the processes used by Dorset Mind.

Advertising

All new or vacant posts will be openly advertised, e.g. being placed on the BCVS website. The mailing lists of the Local Authorities and the Job Centre may be used, as well as other statutory and voluntary bodies. In addition, local or national newspapers may be used. The advertisement will include job details plus an equality statement. Jargon will be avoided whenever possible, or explained as appropriate. If positive action (as allowed by the Equality Act 2010) is deemed to be appropriate, then appropriate wording will be used to encourage applicants.

Application Form

The standard application form will be used for all vacancies. CVs may be considered in addition to these forms.

The application form will use a monitoring form and the confidentiality of these details must be stressed to candidates. When sending out application forms, as much information should be sent to applicants as possible. This will include Job Description and Person Specification, Dorset Mind Strategy document, a copy of the annual report, description of work area and equality pledge.

The Selection Procedure

Upon receiving the application forms, the monitoring slips should be separated from the applications and stored separately and confidentially. They should be analysed at each stage of the selection process to review the profiles of applicants and the eventual successful candidate.

Short Listing

A Short Listing form will be drawn up using the criteria from the Person Specification. The criteria will be analysed to decide which criteria can only be judged at interview (e.g. interpersonal skills) and which can be judged from the application form in Short Listing.

Using this form, a panel should short-list a minimum 2 people (one in exceptional cases), and then add up the scores awarded. The aim of the short-listing is to identify those who meet the essential criteria and decide which questions should be asked at interview.

Each person short-listing should add any notes, which must be purely factual and not express an opinion, to their short-listing forms about the application forms so that clear feedback can be offered to candidates. The scoring must be agreed before the short-listing begins to ensure a consistent approach by the panel. Only if there is a consistency can the scores be added together.

An appropriate scoring system is:

- 1 = Poor
- 4 = Average
- 7 = Good
- 10 = Excellent

This ensures that there is a clear spread of scores.

References

These are usually taken after a job offer is made.

Invitation to Interview

Upon inviting candidates to interview details should be given to them in a written letter about the timing and structure of the interview, details of the panel members, information about any expenses available to them and any additional information that may be needed. If the candidates are required to do a presentation or test, as many details must be given in advance as possible. Candidates should also be invited to identify any access needs that they may have. Encouragement and support must be given in this.

Interview

The interview should be a positive and comfortable experience for the candidates. The use of intimidating interview styles does not gain anything in the interview and the panel should prepare in advance how they are going to work and set their candidates at ease. The panel should aim to get the best out of each candidate. The aim of the interview is to identify the person who best meets the criteria for the post and not the person who is most liked by the panel. A range of opportunities must be given for the candidates to demonstrate their abilities, attitudes, knowledge and skills in relation to the Job Description and Person Specification. Panel members must declare any knowledge of the applicants. The panel should consist of at least 2 members. If possible the panel should be balanced in terms of gender, race or any other characteristic relevant to the post. A set structure should be used thus making it important to keep to time and so avoid any unnecessary delays. Candidates should be given the opportunity to gain as much information about the post before the interview. This might be through meeting the present jobholder or by a presentation about the post. A tour of the working environment is also useful.

The interview questions must be agreed in advance and the panel must work together to ensure that the questions are put to all candidates in the same way. Follow-up questions are useful when they are related to the job and probing the candidate further of their suitability to a particular criterion. All questions should be open in order to give candidates full opportunities to present their knowledge. Candidates should speak for at least 80% of the time with opportunities for them to ask questions at the end of the interview.

Panel members should ideally have received training on Recruitment and Selection processes. It should be remembered that an interview is a two-way process and the candidate has to gain enough information about the post and environment in order to make the right decision for them. Sufficient time must be given to all candidates.

Decision-Making

A scoring system must be used and specific details taken by the entire panel. Notes should be made of what the candidates actually said and be purely factual. If none of the candidates meet the essential criteria, or there is a lack of consensus within the panel, a decision should be made as to whether to re-advertise or re-interview. Another option is to offer to train up the most successful candidate to meet the required level of competence. If re-advertising, a decision must be made as to whether the previous applicants can reapply.

Letter Offering Appointment

If possible a telephone offer should be made to the successful candidate followed up by an appointment letter. The offer will be conditional on the successful applicant being legally entitled to work in the United Kingdom (by production of EEA passport, or travel document which shows entitlement to work in the UK); to confirmation of any relevant qualifications (by production of original certificates); and to the receipt of two satisfactory references by completion of Dorset Mind's own reference request form (emails responses are not acceptable) and confirmation of identity (production of passport or UK driving licence).

Appointment letters should be easily read and understood, and sent out as soon as possible. The criteria for the post must be clear, i.e. whether the post is dependent on references and/or a successful DBS check. Often training needs can be identified at interview but these can be forgotten when the individual is in post so the details of the successful candidate should be linked into the probationary period. All candidates should be offered feedback and this should be done in detail and confidentially. All notes relating to the selection process should be kept confidentially for six months.

Exit Interview

When an employee hands in their notice, an exit interview will be held with their line manager. The employee may request to do this with either the Chief Executive or Chair of Trustees if they prefer. This will determine the key reasons for the employee leaving and will provide an opportunity to analyse the job requirements for a new employee. This interview should be held as soon after the notice is handed in to ensure that the individual's views on the recruitment of their replacement can be sought. The interview should be typed up and kept confidentially. From the exit interview the Job Description and Person Specification should be updated and analysed for accuracy and present team fit.

It may be that the post does not need replacing but, if this places pressure or change on other posts, then these Job Descriptions and Person Specifications will need updating. If the employee refuses an exit interview, the Job Description and Person Specification must be reviewed and updated as these documents form the basis to the whole recruitment process.

Procedure Ownership

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| Approved by | Signature | Date |
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| Chris Price | <i>Chris M Price</i> | 1 st January 2016 |

Consult the Chief Executive for the latest version of this procedure.

Document Control

Reviewers

| Name | Position |
|-----------------|-------------------|
| Chris Price | Chair of Trustees |
| Ken Heap | Trustee |
| Jane Kilpatrick | Trustee |

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