



REAL First Aid Ltd

RECRUITMENT PROCEDURE

July 2016

Recruitment Procedure

1. Introduction

1.1 The aim of this procedure is to ensure that a fair, consistent, non-discriminatory and effective practice is adopted in all areas and at all stages of Real First Aid Ltd's recruitment process. This policy applies to the recruitment of permanent, fixed term and sessional staff.

2. Establishment of a vacancy/authority to recruit

2.1 A vacancy may arise from either the resignation/dismissal of an employee in an established post or, the creation of a new post approved by the management committee.

2.2 Where the vacant post is a previously established post and the manager wishes to recruit to the vacancy, (it is not automatically assumed that 'like for like' recruitment is to immediately follow a resignation, there may be operational reasons for a delay; the opportunity to make changes to the post), the manager should advise the management committee of any changes required to the job description and/or person specification. The senior manager/line manager will progress the vacancy or give approval for this to go ahead – recruitment advertising; putting together the recruitment pack; arranging the short-listing panel, advising upon interview questions etc. This is to ensure a consistent approach to recruitment is maintained.

2.3 Where a need has arisen for a new post to be created and recruited to, a development appraisal is required by the Management Committee, outlining the request for a new post and why it is required. This appraisal requires details of the strategic and financial implications of the post, any funding that may be available, the length of time for which the post is required (permanent or temporary) and the conditions it is dependant upon – e.g. external funding. The development appraisal must include a job description and person specification.

3. Recruitment advertising

3.1 All vacant posts will be advertised internally initially and where a suitable member of staff is not available internally then posts will be advertised externally.

3.2 All advertisements will carry a statement of equal opportunities and will state a closing date. The wording currently used is 'Real First Aid Ltd is committed to a policy of equal opportunities and positively welcomes applications from all sections of the community'.

- 3.3 Advertisements will be placed in a minority publication (as well as other appropriate newspapers and journals) if this is seen as the most effective way to ensure that the recruitment is accessible to a wide section of the population as well as other appropriate newspapers and journals.
- 3.4 Care will be taken that nothing in any advertisement has the effect, albeit inadvertent, of discriminating against either sex or against any section of the population. In particular, attention shall be paid to relevant sections of the Commission for Racial Equality's code of practice on race relations and to the Equal Opportunities Commission's code of practice on sex discrimination.
- 3.5 Copies of job advertisements will also be sent to voluntary organisations, and other community organisations, where appropriate.
- 3.6 All advertisements will state that the position is subject to a Criminal Record Bureau Check

4. Criminal Records Bureau

- 4.1 All positions with Real First Aid Ltd are subject to a criminal records bureau check
- 4.2 Real First Aid Ltd will not employ any person who will be working with children until a satisfactory clearance has been received
- 4.3 All other persons employed by Real First Aid Ltd should receive a satisfactory clearance prior to being confirmed in post
- 4.4 All advertisements should inform prospective applicants that the post is subject to a Criminal Records Bureau Check

5. Use of recruitment agencies and consultants

- 5.1 In exceptional cases, where it is found necessary to use recruitment agencies or consultants to fill a particular post, attention shall be paid to ensuring that such agencies or consultants have their own equal opportunities policy. Such agencies are to be made aware of Real First Aid Ltd's desire to operate an equal opportunities policy and they will be required to operate in a way that will not contradict this aim.

6. Application forms

- 6.1 Real First Aid Ltd will use a standard application form for all posts.
- 6.2 As a general principle, only relevant information will be requested on the application form.
- 6.3 The application form is designed in such a way as to preclude Equal Opportunities information, name, address, age etc from the short-listing process. The EOP information supplied with the application form is used for monitoring purposes only.

7. Information to applicants

- 7.1 All persons enquiring about a particular post will be supplied with an application form, job description, person specification and any appropriate additional general information about Real First Aid Ltd and its areas of work.

8. Person specification

- 8.1 The senior manager or line manager will draw up a person specification, which will be reviewed and agreed with Management Committee, (example attached at appendix A) outlining the essential qualities and capabilities of the person needed for the job and other desirable attributes.
- 8.2 Care will be taken to include nothing as an essential requirement, which is not strictly necessary and which may have a discriminatory effect (e.g. formal qualifications, as opposed to the ability to perform a certain task and age restrictions, etc).
- 8.3 The person specification and relative scores for the required qualities shall be agreed by all members of the final interviewing panel before interviewing takes place.

9. Shortlisting

- 9.1 Initial shortlisting will be carried out on the basis of the candidates demonstrating on the completed application forms that they meet the essential requirements in the person specification for the post. Members of the panel will shortlist applications using standard score sheets (attached at appendix B).

- 9.2 Persons carrying out shortlisting shall pay particular attention to the person specification and to applying consistent criteria to all applicants.
- 9.3 Normally, no more than 4-6 candidates will be shortlisted for final interviews. If the number of suitable candidates exceeds this number the desirable criteria in the person specification can also be considered.

10. Selection interviews

- 10.1 Selection interviews will be conducted for all posts.
- 10.2 The interview process may be one-stage or two-stage, depending on the type of post and number of applicants. In the case of senior managerial posts, there will normally be an informal meeting with members of the management committee at the final interview stage.
- 10.3 All panel members must be involved in all stages of recruitment, and, wherever possible the same panel should be involved in both the short listing and the interviewing process.
- 10.4 The composition of interviewing panels shall be as follows:
- a. Director**
 - b. Independent Human Resources facilitator**
 - c. Independence colleague of similar position to the advertised role.**

11. Nature of interviews

- 11.1 In the first instance, the manager with lead responsibility for this recruitment will draw up a list of questions to be asked. As interviews will be structured, the questions will be planned and discussed in advance with each member of the panel covering specific, agreed areas. The interview process will be chaired by the line manager of the post to be appointed.
- 11.2 Attention shall be paid to covering the same ground in each interview so to ensure as much consistency of judgement as possible.
- 11.3 As a general principle, interview questions and techniques shall be geared to assessing a candidate's competence and experience to do the job in question.
- 11.4 The panel will take written notes during the interview of each candidate's response to questions for consideration at the end of the interview process. A standard format is attached

at appendix C. Any notes made must comply with the organization's equal opportunities policy. Interviewees who wish to take proceedings against the organization on the basis of discrimination are entitled to access any notes taken during the interview process. (Under changes in the Data Protection Act in 2002 all candidates will be allowed access to their notes upon request). Interview notes include any notes/written comments made during the interview either on the interview assessment or, the application form or the candidates CV.

- 11.5 The interviewing panel shall ensure that all interviewees are given an opportunity to respond to Real First Aid Ltd's equal opportunities policy.
- 11.6 Interview panels, which include members of the management committee, will be fully briefed in interviewing procedures (including equal opportunities issues) prior to the commencement of the interviews. Training specifically on recruitment should be considered for staff who undertake this role within Real First Aid Ltd.
- 11.7 The basis for scoring is established by the candidate having given either a full, adequate or inadequate response to questions. The panel would normally appoint a candidate who has achieved the highest score, unless the candidate undermines Real First Aid Ltd's core values.

12. Tests

- 12.1 Where appropriate for a particular post, candidates may be required to carry out a test. This will normally be a straightforward skills test (eg typing, bookkeeping), but may, in some cases (e.g. for managerial or administrative posts), include other types of test to establish ability to order priorities, etc. The decision as to whether tests shall be applied and if so, what type, shall rest with the management committee. Care shall be taken to ensure that no aspect of the test is in any way discriminatory in effect.

13. Internal candidates

- 13.1 Internal candidates will be short-listed and interviewed on the same basis as external applicants. No member of staff may participate in the short-listing for any post for which he/she has applied.
- 13.2 Internal candidates who wish to be considered for a vacancy do not need to complete an application form provided it is not more than one grade above the one you are (see 13.3). Should you wish to be considered for a vacancy please advise the Management Committee (or a member of the Management Team) who will make sure your name is added to the list of

applicants. If the post for which you have expressed an interest is either the same grade as your current post or the next grade up then you will be guaranteed an interview.

- 13.3 If the post for which you wish to apply is not the level you are currently at or is more than one step above the one you are in you will need to complete an internal application form. The form is based upon the application form for external candidates but has been shortened. Though you will not be guaranteed an interview, by completing this form it will enable the short listing panel to consider you for an interview. The internal application form is attached at appendix G.

14. Appointments

- 14.1 The interviewing panel will have absolute discretion whether or not to make an appointment. They will record their reasons for appointing or not appointing each candidate interviewed. If a consensus cannot be reached, the line manager's view (ie the person who would line manage the new appointee) will normally prevail. If any panel member is unable to endorse this, then the matter will be referred to the Management Committee.
- 14.2 The interviewing panel shall relay their decision to the relevant manager/line manager before a formal offer is made.
- 14.3 Appointments will be made at the bottom of the advertised scale [unless overwhelming reasons for doing otherwise].
- 14.4 The panel shall not have the discretion to vary any other terms or conditions of employment.
- 14.5 The interviewing panel has the responsibility to come to a decision and re-interviews will not be held except in very exceptional circumstances.
- 14.6 The chair of the panel should be prepared to give constructive feedback to unsuccessful candidates.

15. Written offer of appointment

- 15.1 A formal offer of appointment will be made the successful candidate by the management committee or by a member of the management team after consultation with the committee, This will be subject to receipt of satisfactory references and, where appropriate, to the verification of any qualifications and satisfactory criminal records bureau check.

- 15.2 A minimum of two and maximum of three references are required from all employers for the previous three years, If the successful candidate is unemployed, the previous two employers.
- 15.3 References will be sought by the Management Committee (or by a member of the management team after consultation with the committee after the short-listed candidates have been interviewed).
- 15.4 All appointments will be subject to the Management Committee seeing sight of original documentation to certify that individuals are legally allowed to work in the United Kingdom.
- 15.5 The letter of appointment will be accompanied by a current job description and written statement of terms and conditions of employment.

16. Probationary period

- 16.1 All appointments will be subject to a probationary period of six months. After the first three months of a person's employment with Real First Aid Ltd the line manager will be asked to complete a three month probationary report (see appendix D) highlighting any areas for concern, which will have been discussed with the employee, for example poor sickness record, poor time keeping, unsatisfactory performance. At the end of the six months probationary period a further probation report will be completed to include the recommendation of one of the following courses of action:
- Recommending that the appointment be confirmed
 - Recommending that the probationary period should be extended for a further period (of not usually more than three months) in order to allow the new employee to improve performance
 - Recommending that the new employee should not be confirmed in post
- 16.2 Each report should be endorsed by either the line manager or where the post is that of a senior manager, the management committee upon completion.

17. Unsuccessful candidates

- 17.1 All unsuccessful candidates will be informed in writing of the outcome of their application. Where the response to advertisements is expected to be high, it may be appropriate to include

a paragraph in the initial enquiry response letter stating that, "if an applicant has not been contacted to attend an interview by (date) they should assume that they have been unsuccessful on this occasion". If requested, feedback can be given to unsuccessful applicants.

18. Confidentiality

- 18.1 All application forms, assessment sheets and all written reports will be treated as strictly confidential and not divulged or discussed, except by shortlisting and interviewing panels.
- 18.2 Application forms will be retained for a period of 12 months after final interviews for legal reasons and statistical purposes (eg ethnic monitoring, sex/age breakdown, recruitment advertising response). After that time only a record of applicants' names and addresses will be kept. This will be the responsibility of the line manager

19. Equal opportunities

- 19.1 Every effort shall be made at all stages of the recruitment process to attract applicants from sections of the population who are under-represented on the staff, e.g. physically disabled in all sections, women in managerial posts, ethnic minorities.
- 19.2 Every post that becomes available should be considered in the light of section 5 (2) (d) of the Race Relations Act. This is in order to establish whether it is a genuine occupational qualification to belong to a particular racial group and therefore, whether it is legally possible to stipulate that such a person should be appointed to the post.
- 19.3 Whenever a post becomes available, consideration shall be given to the possibility of establishing a trainee post instead of assuming the appointment of an experienced candidate.

20. Person specification

- 20.1 The person specification is the 'what does the person need, to be able to do the job?'. If this is not right, the chances are the person you recruit will not be right.
- 20.2 Please treat this area seriously:
 - Consider what is required under each of the headings – skill, knowledge/ qualifications, experience and personal characteristics.

- Requirements identified must be able to be measured during the selection process – by the application form, during interview, performance of tests, eg psychometrics, ability tests, report writing and presentations.
- Take care when considering if it is essential or desirable. Essential is quite simply the ‘must haves’ of the role. The candidate must be able to perform these areas effectively from day one. Desirables are the ‘nice to haves’ but there is scope for the candidate to develop the skills over time through training and development.

20.3 The exercise may then give a better opportunity to people who might be disadvantaged in terms of relevant job experience, but otherwise able to do the job. In such cases, the management committee shall ensure that an appropriately planned and structured programme of training is made available. The decision on this course of action will be taken by the manager.

20.4 It should be borne in mind that selection at the point of interview must be based on merit alone and that discrimination on grounds of sex, age or race in order to achieve ‘balance’ within the workforce is not permissible in law. However, where two or more candidates are found to be equally capable of performing the tasks required by a particular job, the interviewing panel will pay particular regard to persons belonging to groups who are under-represented on the staff in the particular type of work.

21. Real First Aid Ltd recognises its responsibility to provide employment opportunities for those with disabilities and will make every reasonable adjustment required to enable a candidate with disabilities to be considered for the post should they meet the person specification and will interview all applicants with a disability who meet the minimum criteria for the job vacancy and consider them on their abilities. The organization currently lacks disability access at some sites and will work towards changing this.

22. Reports shall be made annually to the Management Committee on the outcome of the equal opportunities monitoring process and on Real First Aid Ltd's progress in the field of equal opportunities in recruitment.

23. Temporary & sessional staff

23.1 In the event that existing staff are planning or known to be absent from work for periods longer than eight weeks, eg maternity leave or long term sickness, it will be necessary to recruit temporary/sessional staff to fill the vacancy.

23.2 Recruitment of sessional staff will follow the same procedures as that of permanent staff, though the process may be speeded up considerably. In particular, this will involve obtaining references prior to interview and In place of the formal notice period there will be a letter sent to the sessional worker to confirm the end of contract, this will be sent one month prior to the end date.

23.3 In the case of an internal applicant applying for, and being appointed to, a temporary post (following a formal interview) her/his previous job shall be recruited on a similar temporary basis (i.e. held open for her/his return on the cessation of the temporary post to which they have been recruited). Should the post holder decide not to return to the original post, that post shall then be advertised openly.

24. Job sharing

24.1 Subject to departmental requirements, positions may be filled on a shared basis. If a position becomes vacant, employees or external applicants may apply. Applications may be made, either with or without a job-share partner.

24.2 If appropriate for the position and if both applicants meet the person specification for the job, the position may be shared. The hours of work would be divided and the salaries paid on a pro-rata basis in accordance with the current policy.

25. Appendices

Appendix A: Example of person specification

Appendix B: Standard short listing scoring form

Appendix C: Standard interview scoring form

Appendix D: Probationary period reports

Appendix E: Reimbursement of travelling expenses to candidates attending for interview

Appendix F: Internal application form

Person specification (example)

Group work team leader

		Essential or desirable	How identified
	Knowledge/ability		
1	Ability to manage and motivate staff	E	A/I
2	Ability to lead a team	E	A/I
3	Understanding of managed risk and aptitude to allow risks to take place	E	A/I
4	Knowledge of domestic violence issues and services.	E	A/I
5	Knowledge of management practices	D	A/I
6	Knowledge of group practices.	D	A/I
	Experience		
7	Experience in sustaining and developing services	E	A/I/P
8	Experience in managing a team	E	A/I
9	Experience in the preparation of, and chairing meetings	E	A/I
10	Experience in representing organisations strategically both internally and externally	E	A/I
11	Experience of working with victims and perpetrators of domestic violence	E	A/I
	Skills		
12	Good problem solving and decision making skills	E	A/I
13	Good liaison and interpersonal skills – both internally and externally	E	A/I/P
14	Good written and verbal presentation skills	E	A/I/P
15	Computer literate – Word, Excel	D	A
	Personal characteristics		
16	Committed to equal opportunities	E	A/I
17	Committed to the principles of client participation	E	A/I
18	Ability to remain positive and responsive when working under pressure	E	A/I
19	Non-judgemental attitude	E	A/I
20	Committed to working as part of a team	E	A/I

Applicants will be assessed against the person specification by the following methods:

A = application form

I = interview

P = presentation

As explained in the guidance notes the application form asks you to set out how you meet the qualities/skills outlined in the Person Specification AND IS THE MOST IMPORTANT PART OF YOUR APPLICATION. This is your chance to explain why you are suitable for the job. You should try to show how you meet the criteria set out in this person specification. Applicants who are able to provide examples of how they meet the criteria are more likely to be offered an interview. Consider all the relevant experience you have gained and make sure that you tell us about it.

Standard shortlisting scoring form

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Comments
Number	1																
Number	2																
Number	3																
Number	4																
Number	5																
Number	6																
Number	7																
Number	8																
Number	9																
Number	10																
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Number	12																
Number	13																
Number	14																
Number	15																
Number	16																
Number	17																
Number	18																
Number	19																
Number	20																

Numbers down the side represent the numbers against each criteria. The number at the top should correspond with the number on the application form

Standard interview score form (example)

Question	Comments	Score

Probationary report

All appointments are subject to a probationary period of six months, during which a probation report is requested upon the completion of three and six months' employment. The following employee has now completed three months' service.

Employee name:

Position:

Date commenced employment:

Please complete the following **in consultation with the employee**, and return to the Management Committee upon completion.

Three months' report

Performance

1. Are you satisfied with the employee's performance so far (taking into consideration length of service, training and development needs, sickness absence)? **YES/NO**

If NO please state why and outline actions to be taken to address the issue (eg further training).

2. If current performance is maintained would you expect to be able to recommend permanent employment at the end of the six month probation period? **YES/NO**

If NO please state why and outline actions to be taken to address the situation.

3. Have you had to reprimand or discipline the employee? **YES/NO**

If YES please state why.

Absence

The employee has had days uncertified sickness absence anddays certified sickness absence, andunauthorised days absence. Do you consider this to be acceptable? **YES/NO**

Signatures:

Line manager: Title: Date:

Employee: Title: Date:

Probationary report

All appointments are subject to a probationary period of six months, during which a probation report is requested upon the completion of three and six months' employment. The following employee has now completed three months' service.

Employee name:

Position:

Date commenced employment:

Please complete the following **in consultation with the employee**, and return to the Management Committee upon completion.

Six months' report

Performance

1. Are you satisfied with the employee's performance so far (taking into consideration length of service, training and development needs, sickness absence)? **YES/NO**

If NO please state why.

Have you had to reprimand or discipline the employee? **YES/NO**

If yes please state why.

Absence

The employee has had days uncertified sickness absence anddays certified sickness absence, andunauthorised days absence. Do you consider this to be acceptable? **YES/NO**

Please recommend one of the following courses of action:

- that the appointment is confirmed

- that the probationary period should be extended for a further period (of not usually more than three months) in order to allow the new employee to improve performance
- that the new employee should not be confirmed in post. (Where this concerns departmental managers, the Chief Executive will refer the matter to the Chair of the Management Committee.)

Signatures:

Line manager: Title: Date:

Employee: Title: Date:

Recommendation endorsed:

Manager's signature: Date:

Reimbursement of travelling expenses to candidates attending for interview

If a candidate who attends for an interview wished to claim his/her expenses back then he/she should be given an expenses claim form to fill in. They can claim the equivalent of a second class rail ticket, if travelling for journeys in excess of sixty miles.

Otherwise, they can claim mileage based on existing casual car user rates or whatever form of transport he/she used to get there, ie train, bus etc.