
Policy name:	Recruitment and Selection Policy and Procedure
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Mind Monmouthshire is committed to offering equality of opportunity to all when recruiting staff. Recruitment procedures seek to reach candidates from all sections of the community, and are designed to ensure that appointments are made wholly on merit.

This process is applicable to recruits whether part time or full time, permanent, temporary, or for fixed term contracts.

This policy is subject to periodic review by management. To check if you are reading the latest version, please check with administration, quoting the version date at the top of the document

ESTABLISHING POSTS

The Director and the manager of each project identify staffing requirements. New posts must be affordable within the agreed budgets for any project. In some cases funding is sought for specific posts and such money cannot be used for any other purpose.

Internal only recruitment may be used in some instances, ie for posts when a redundancy situation has taken place. The Director and the Manager of the project affected will decide if internal only recruitment is appropriate before the recruitment panel is convened.

When an existing post falls vacant, the project manager and the Director will review the need for its continuation. The post may then change or disappear.

In cases where the duties of a post are the same as, or very similar to, existing posts, consideration should be given to the possibility of extending that post holder's hours to accommodate the additional hours on offer. This will encourage staff retention, simplify personnel and salary procedures and avoid expensive recruitment procedures. It is the Director's decision to implement the extension of hours rather than

establish a new post, following discussion with appropriate managers and Executive members.

The Executive Committee will be informed of all recruitment and staff changes.

SELECTION INTERVIEW PANEL

Appointment of the panel

When a vacant post is identified, the Director or Manager will appoint a Selection Interview Panel.

This panel will consist, at the very least, of the line manager of the post being interviewed for, and a member of the Executive Committee. For most posts, the panel should consist of the line manager of the vacant post, a member of the Executive Committee, and a service user. A balance of genders should be aimed for.

It may be appropriate to increase the number on the panel for senior posts. This will be at the discretion of the Director and the Executive Committee, bearing in mind that a large panel may have difficulty reaching a consensus, and may be intimidating to interviewees.

ROLE OF THE PANEL

The Director or Manager will be responsible for:-

- Drawing up a job description
- Drawing up a person specification
- Agreeing on the wording of the advert, and where it will be placed

The Recruitment Panel will be responsible for:-

- Determining the questions asked at interview
- Short listing for interview
- Selection interviewing

The Director or Manager will timetable the necessary meetings to ensure these tasks are undertaken.

JOB DESCRIPTIONS

An up to date analysis of the job should precede the writing of the job description, to ensure that the description adequately reflects the work Mind Monmouthshire wants to achieve in the post.

Job descriptions must include:-

- Job title
- Based at
- To whom accountable
- The scale of pay
- The hours per week or the anticipated number of sessions to be worked over an appropriate period
- Holiday and sick pay entitlement

- Reimbursement of expenses
- The purpose of the job summed up in a few sentences
- The main tasks of the job, the most crucial and specific responsibilities listed first and the more general last
- Particular features of the job - whether a new or replacement post, if externally funded, if on a fixed term contract
- All job descriptions must reflect Mind Monmouthshire's equal opportunities policy.

PERSON SPECIFICATION

The requirements in the person specification will constitute the selection criteria for the short listing and appointment of staff. It will reflect the abilities, attributes, skills, qualifications and experience needed to perform the tasks of the job.

When compiling the person specification, the following points should be addressed:-

- Specification of the physical make up of the candidate, such as gender, age and health, must be justifiable in terms of the job requirements. It is illegal to specify gender unless very specific exemptions apply.
- However, the specifications will include any physical requirements resulting from access problems within the work place.
- Comparability on overseas qualifications can be sought from the Council for Racial Equality, the Department of Education and Science, or the relevant embassy.
- Requirements laid down must be able to be evidenced - for example, how will the panel evidence "good communication skills"?
- The specification will acknowledge that the requirements of the post may be met from a wide range of personal or voluntary, as well as professional experience.
- Agreement with Mind Monmouthshire's core values is an essential criterion for employees.

The panel should agree specification points "weighing" at this stage and put these onto short listing scoring sheets.

ADVERTISING

Advertising should be targeted to attract the maximum number of suitable candidates and will be advertised internally by memo as well as externally. Minimum external advertising will be local newspapers and the Job Centres. The Director and the manager of the project affected will decide if internal only recruitment is appropriate.

The advert must reflect the organisation's name, the job title, remuneration, location.

Details on obtaining the application pack must be particularly clear.

THE APPLICATION PACK

The application pack will include all of the following:-

- A standard letter welcoming the enquiry, reiterating the basic details of the post, and the interview dates and time band (i.e. morning or afternoon or all day).
- The name and phone number of an individual (who must be a member of the panel) designated to provide informal information about the job should be included if agreed by the panel. Care must be taken by that person to ensure that the same information is given to each caller, to avoid giving unfair advantage to any particular candidate.
- A job description
- A Person Specification
- The application form; the standard Mind Monmouthshire application form will be used for all posts.
- The front sheet will contain the applicant's name and address and information on where they saw the post advertised. Administrative staff remove this front sheet before the panel sees the forms. Each front sheet and the remaining application form are co-numbered and contain the title of the post. Candidates are referred to by their number until after short listing has taken place.
- The application form will include information on the legal requirement to provide a disclosure of criminal convictions or offences under the Police Act from 1 March 2002.
- The application form will include a statement informing applicants that their application form will be shredded 1 month of the short-listing date if they are unsuccessful at obtaining an interview, or 1 month from the date of interview if they are unsuccessful at obtaining the post.
- Guidance Notes: in all cases a guidance sheet will be included with the form, which will explain the importance of answering all the questions fully.
- Information: a brief description of Mind Monmouthshire, the individual projects and in particular the project the vacancy arises in.

THE PROCESS

Closing dates for return of completed application forms will be at least two weeks from the date on which an advertisement appears.

Short listing will take place within two weeks of the closing date.

SHORTLISTING

Each panel member will have a copy of each candidate's application form at the short listing meeting. It will be the decision of the panel to agree the maximum number of people to interview for a particular post.

Short listed applicants will be given ten days' notice in writing from the chair of the panel of the interview time, and date. It is essential that the same panel conduct all the interviews for the same post.

A letter from the chair of the panel will inform candidates that they are not short-listed. Brief feedback will be offered.

INTERVIEWS

During the course of the interview, the interview panel will verify the qualifications of the applicant to ensure they conform to those stated on the application forms. Each candidate invited to interview will also have been requested to bring with them original documentation to demonstrate their eligibility to work in the UK. It is the Chair of the panel's responsibility to check these documents and arrange for copies to be taken.

Interviews will seek to offer a uniform experience to all candidates. The panel will ask the same questions of all candidates. Answers will be marked or scored by an agreed method, and notes of these scorings kept in case of future challenge to the process.

The questions will be agreed by the panel prior to the interview day, and will be asked in the same way of each candidate. Further probing questions from the panel will vary with each candidate, and are acceptable.

All candidates will be asked if they are willing to provide a current disclosure from the Criminal Records Bureau, or agree to one being made. Confirmation of the post will depend on this disclosure being satisfactory.

The panel will check that candidates understand the duties, the work hours and the location of the post they are being interviewed for, and that these are acceptable to them.

The Panel will make a decision based on the candidate's scores at the interview and the information contained in their application form. A test of their practical abilities may be required - ie a typing test – may be made. Candidates will be assessed against the requirements of the post, and not against each other.

Interview selection score sheets should be completed by each panel member for each candidate. These sheets must be retained by the chair of the panel after the interview, and may be used in feedback to unsuccessful candidates or to address queries on the interview procedure.

In the case of a differing opinion among the panel members, a majority decision is acceptable. The chair of the panel will hold the casting vote if agreement cannot be reached.

Once the panel has reached a decision, they will elect an individual to offer the post to the chosen candidate on a provisional basis.

OFFERING A POST

If possible a selected candidate will be contacted by phone on the day of the interviews or on the next working day. They will be offered the post subject to satisfactory references being received and satisfactory disclosure from the Criminal Records Bureau being produced or received. The successful candidate will be offered the post at the lowest pay scale. If the candidate asks for more then any further negotiation must not take place without the Directors approval.

Administrative staff will send off the necessary forms to obtain the references and the CRB disclosure. If the references are slow to be returned, the line manager should follow up the request by phone and ascertain if there is any problem. If references or disclosures prove unsatisfactory the Director will write to the candidate to inform them that the offer has been withdrawn and the give the reason as "unable to provide satisfactory reference/ CRB disclosure" without naming a referee.

Once satisfactory references and Criminal Records Bureau disclosure have been received, the candidate will be offered the post formally in writing from the Director. Long delays on the CRB disclosure being obtained can be experienced. If this is the case the job can be offered once satisfactory references are in place. The Director's letter should inform the candidate that the post would not be made permanent until a satisfactory CRB disclosure is obtained. The letter will contain the job title, starting salary, details of the probationary period and will request a written response. New Employee forms asking for bank account and other details will be enclosed.

The candidate should respond to accept the post in writing and give their possible starting date.

All offers of employment are subject to a satisfactory completion of the probationary period. The probationary period will be 6 calendar months from the first day of employment. A second probationary period can be granted if the line manager has any concerns as to the employee's suitability for the post at the end of the six-month period. This second period will be agreed between the employee and his/her line manager, but will usually be for a short period to give the employee the opportunity to meet the requirements of the post.

Second choice: a second choice of candidate may be identified at the interview stage. If the first choice cannot take up the post, the second choice of candidate can be offered the job. If no suitable second choice is available, the post will have to be re- advertised or reviewed.

Unsuccessful candidates will be informed in writing of the result of the interview and will be offered the opportunity for brief feedback on their performance at interview.

TREATMENT OF PERSONAL INFORMATION GIVEN TO MM IN THE RECRUITMENT PROCESS

Application forms and any other supporting information from candidates who are unsuccessful at obtaining an interview will be shredded 1 month from the short listing date.

Application forms, score sheets, interview notes and any other supporting information from candidates who are unsuccessful at interview will be shredded 1 month from the interview date.

Application forms, score sheets, interview notes and any other supporting information from candidates who are successful at obtaining posts with MM will be retained in their Personnel file during their employment with MM.

STARTING WORK WITH MIND MONMOUTHSHIRE

The new employee will meet with their line manager on their first day. The line manager will begin the induction process and work out a time scale to cover all the items of the induction checklist.