



# Recruitment and Selection Policy

This policy is applicable to all Hyde Park Source employees.

## DOCUMENT CONTROL

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| Approved by:   | Approved by: | Approved by: |
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## REVISION RECORD

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## **Recruitment and Selection Policy**

### **Introduction**

We recognise the importance of recruitment strategy, processes and practices make to the continued success of our business. Current and future employees are our key resource in the delivery of our services.

This policy is not contractual, but aims to set out the way in which Hyde Park Source manages its recruitment activities.

### **Scope of this policy**

This policy applies to all recruitment activity, including internal promotions and secondments, and including roles that are filled on a fixed-term contract basis.

### **Aims of this policy**

We seek to employ the best people to fill our vacancies and to provide the essential skills and attributes to meet the current and future needs of our business.

This approach naturally embraces diversity, to provide expertise, challenge and imagination, and all individuals should be recruited solely on the basis of their ability and in accordance with our equal opportunity policy.

### **Legal considerations**

The Equality Act prohibits discrimination on grounds of a protected characteristic (sex, race, disability, sexual orientation, religion or belief, age, pregnancy, marital status/civil partnership or gender reassignment). However, care should also be taken to ensure that part-time workers and those on fixed-term contracts are treated fairly. This is broadly interpreted, and unlawful discrimination may take a number of forms: direct, indirect, harassment, victimisation, discrimination by association and discrimination by perception. The candidate does not therefore necessarily have to have the protected characteristic them self in order to bring a claim.

A decision to shortlist, interview or offer employment will not take account of an applicant's trade union membership or non-membership.

It is unlawful to refuse to employ someone purely because they have reached the State Pension Age or over unless this can be objectively justified. It is also unlawful to induce a candidate to give up or opt out of membership of a qualifying pension scheme, or to subject any candidate to a detriment for seeking to enforce their pension rights.

Positive discrimination (selecting a candidate purely on grounds of membership of a particular minority group) is unlawful (with the exception of employees on maternity, adoption or shared parental leave who are at risk of redundancy, where special rules apply). However, employers are permitted to take positive action in favour of under-represented groups in the workforce when choosing between candidates who are otherwise equally qualified.

Under the Data Protection Act 1998, unsuccessful candidates can request copies of any notes held on them that are stored in a structured way. Therefore, it is essential to record selection decisions in an objective and non-discriminatory way, i.e. demonstrating where the candidate does/does not measure up as well as other candidates with regards to the skills and knowledge for the job.

Notes of all interviews should be made using our standard documentation and will be kept on file for six months after the selection decision is made.

## **The recruitment process**

Whenever a vacancy arises, the decision as to whether to recruit a replacement will be carefully considered by the management of Hyde Park Source who will evaluate whether the duties of the role should be carried out in a different way. Equally there may be an internal candidate who could transfer or develop the skills necessary for the role or an existing member of staff who is able to take on some additional duties within their existing role.

Prior to any recruitment activity commencing, authorisation to recruit must be obtained from the Management Committee.

The recruitment team/panel must ensure they undertake any recruitment in a clear, consistent and professional manner and in line with our equal opportunity policy. Selection will be conducted on an objective basis and will focus on the applicants' suitability for the job and their ability to fulfil the job requirements.

To ensure objectivity, the duties and the skills required of the post will be reviewed and any existing documentation updated so that candidates are assessed against the same framework. Person specifications will be carefully considered to minimise the risk of direct or indirect discrimination and to ensure they do not impose any condition or requirement which cannot be justified by the demands of the post, especially with regard to qualifications and previous experience. Shortlisting and interviews will, where possible, normally be conducted by two or more people to minimise the risk of inadvertent bias.

We use standard documents and forms for all recruitment and selection to ensure a professional and consistent approach. All candidates (including internal applicants) will be required to complete a standard application form to ensure better comparability of information.

## **Internal applicants**

With very few exceptions (see below) all vacancies will be advertised internally to ensure that existing employees are given the opportunity to apply and thus develop their skills and careers. This approach also gives us the following additional benefits: staff are made generally aware of career opportunities available to them; an internal candidate will already be familiar with our organisation, our policies, procedures, internal structure and systems; an internal candidate may be able to take up the post earlier than an external one and we save on the cost and time involved in external recruitment.

However, vacancies will not be advertised internally if a funder specifies it must be advertised externally, where there is a reorganisation and we have employees "at risk" of redundancy for whom we will seek posts in the new structure, or where we have an obligation to place somebody in another post (e.g for an employee returning from maternity/adoption/shared parental leave whose original job is no longer available).

Copies of all adverts will be sent out to all staff informing them that they are welcome to apply.

## **Attracting candidates**

To ensure that the best candidate is attracted and appointed we may use any or all of the following methods: advertising the vacancy on the Internet; external advertisement in an appropriate

newspaper or journal; using networks, etc.

Since the way that we recruit reveals much about our organisation to external candidates and contacts, in addition to describing the role well, it is also essential to convey the culture and environment within which we work.

All applications will be handled in confidence and circulated only to those involved in the recruitment process.

### **Assessment methods**

Care will be taken to use selection methods and techniques that are relevant to the job. These will be reviewed regularly to ensure their fairness and consistency of application.

Interviews where possible should be conducted by a two staff members, a management committee member and a volunteer. Ideally, interview panels will comprise two or more people, and will include both men and women on the panel. Where possible, the same people will be involved in the whole recruitment process including shortlisting and interviewing and if interviews take place on separate days the same people should interview on both occasions.

All short-listed candidates will be offered a face to face interview. This will be structured to follow an agreed set of questions which will be asked of all candidates and which reflect the person specification. Questions will relate to information that will help us to assess the candidates' ability to do the job. Questions about marriage plans, family intentions, religious or political commitments, caring responsibilities, or about any other issues which may give rise to suspicions of unlawful discrimination should not be asked. Candidates will not be asked whether they plan to opt-out of auto-enrolment, nor will any statements be made (whether written or verbal) that either state or imply that the offer of a post could depend on whether or not they opt-out of an automatic enrolment pension scheme.

The information provided by applicants will be thoroughly considered. Candidates should also be given the opportunity to ask questions.

Selection tests will be specifically related to the job and measure an individual's actual, or inherent, ability to do or train for the job.

If any tests are to be given (e.g. presentations, etc), the candidates will be informed of this in advance. Any presentations must be relevant to the post and measure an individual's actual, or inherent, ability to do or train for the job and, if necessary, guidance from appropriate professionals given.

### **Disabled candidates**

At all stages of the recruitment procedure, reasonable attempts will be made to accommodate the particular needs of any candidate who has notified us of a disability.

This may include changing the timing or location of any interview to enable the candidate to attend, providing information in different formats or larger type, etc.

### **Offers of employment**

Offers of employment may initially be made verbally but should always be confirmed in writing, and specify a timescale in which the successful candidate should confirm their acceptance or rejection of the offer.

Where practicable, a copy of a draft contract of employment should be sent with the offer.

All appointments will be made subject to a satisfactory probationary period, usually of six months' duration.

## **References**

All offers of employment are made subject to the receipt of references that are satisfactory to us, unless the candidate has previously worked for us.

Candidates will be asked to provide the details of two referees, one of whom should be their current or most recent employer, where applicable. References will always be taken up on external candidates, once an offer of employment has been made and accepted.

Where possible, references should be received prior to any new employee starting work for us and it may be that we delay the start date of a new employee until the references are received and checked. In the event of a reference being unsatisfactory to us, we may withdraw the offer of employment but will usually discuss this with the candidate, and if appropriate the referee, before making this decision.

## **Pre-employment checks**

Following the offer and acceptance of employment, employees should not normally commence working for us until all appropriate checks have been completed to our satisfaction. All successful candidates will be required to provide proof of their entitlement to work in the UK prior to starting work with us. In addition, and depending on the requirements of the post, we may also require proof of qualifications and driving licence.

Where the duties of the post holder will involve working with children or vulnerable adults, any appointment will be subject to a satisfactory check with the Disclosure and Barring Service (DBS). If the position for which the post holder has applied (as stated above) is subject to a DBS check, he/she will be required to complete and sign an agreement to complete a disclosure and Barring check.

## **Recruitment and DBS disclosure**

Prior to advertising, the Project Coordinator should identify the level of DBS check, if any, required for the post. The job advert and selection criteria will highlight the checks as an essential requirement of the job role.

All applications for any post are required to complete an application form, including details of unspent convictions.

Applicants for posts subject to a DBS check will also be required to provide details of spent convictions, cautions, reprimands or final warnings that are not in 'protected'. Any gaps in employment histories will be explored prior to and at the interview, by the recruiting manager.

Shortlisted candidates will be asked to bring original identity documents, including those required by the DBS, to their interview.

The recruiting manager will reiterate the need for a criminal records check (and barred list check if relevant) to each candidate at the interview, and may clarify any details regarding the information provided by a candidate on their application form at this stage. However, any conviction information disclosed must be treated confidentially within the interview process and no decision will be taken at this stage.

The recruiting manager is responsible for ensuring the required DBS check is undertaken.

**Implementation, monitoring and review of this policy**

This policy takes effect immediately. The Management Committee of Hyde Park Source have overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis and whenever there are relevant changes in legislation or to our working practices.

Part of this review process will include consideration of feedback from exit interviews of recent leavers to identify possible improvements which may avoid excessive turnover.

Any queries or comments about this policy should be addressed to the Management Committee.

