



BRATHAY TRUST

RECRUITMENT AND SELECTION POLICY

POLICY & MANAGEMENT GUIDELINES

DOCUMENT MANAGEMENT RECORD

RECRUITMENT AND SELECTION POLICY & MANAGEMENT GUIDELINES

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POLICY STATEMENT

At Brathay we strive to demonstrate the organisation's values (inspire, share, support, and achieve) at all times. Our people and culture strategy states: 'We strive to create a working environment that is vibrant, innovative and results focused where people feel valued and supported'. This is at the heart of how we work at Brathay and what we look for in people applying to work with us.

It is therefore important that, in addition to their skills and experience, all employees are able to demonstrate a strong social motivation and commitment to, and empathy with, the vision, mission and values of Brathay.

A clear explanation of Brathay's values and culture is inherent in our recruitment materials, to encourage those with the right organisational fit to apply.

Ensuring that we have the right numbers of staff at the right levels with the right skills in order to achieve the overall business objectives is an integral part of our business planning process. Within this, the need to respond swiftly to changes in our sector is vital, and therefore it is sometimes difficult to accurately assess our future recruitment needs.

We are, however, committed to recruiting from the appropriate local community wherever possible, whilst appreciating that we may need to recruit specialist skills from further afield. Overall, we hope to balance the need to recruit in to the organisation with developing our existing staff to their full potential.

Brathay is an equal opportunities employer: we are committed to the development of positive policies to promote diversity and equal opportunities in employment. We endeavour to ensure that we do not discriminate against job applicants on the ground of: age, disability, gender re-assignment, marriage/civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

We are committed to monitoring equal opportunities, and take appropriate action to identify any anomalies. Our policy is to embrace diversity by reflecting the population of our local communities wherever possible.

Brathay also considers flexible job design wherever possible to reflect commitment to assist employees in achieving an appropriate balance between work and family life.

Wherever appropriate and realistic, young people are involved in the recruitment process.

The salary and other benefits (both financial and non-financial), which Brathay offers to existing and prospective staff, are sufficient to attract and retain the right staff.

We have a separate Remuneration and Benefits policy and assess salaries against appropriate benchmarks.

All appointments are made following, as a minimum, a face-to-face interview exploring attitudes, motivation, temperament and personal qualities as well as the skills and experience relevant to the role.

All offers of employment/work are made conditional to satisfactory employment references, completion of a medical questionnaire, and a DBS check at the appropriate level for the role. Candidates must provide appropriate proof of identity before appointment.

Due to the nature of Brathay's work, we are exempt from the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975. Applicants must therefore declare any criminal convictions, although these will not necessarily bar an individual from working with us, as Brathay complies fully with the DBS Code of Practice and undertakes to treat all applicants for positions fairly. Failure to reveal information that is directly relevant to the role is, however, likely to result in an offer of employment being withdrawn.

The above applies to both employees and other workers (Casual Workers, Associates, Volunteers, Trustees).

RECRUITMENT AND SELECTION PROCEDURES

[Words in **bold** indicate a form available via the intranet]

Our aim is to identify the best candidate for each job vacancy whilst complying with Brathay policies and legal requirements.

Recruiting managers should refer to the **recruitment checklist**.

All jobs within Brathay have a **job description**

Where someone has left Brathay and a replacement is required, the line manager responsible should review the structure of the department and update the job description as required.

This should then be discussed with the HR Manager, who will benchmark the salary and other terms and conditions.

A **recruitment authorisation form** is then completed by the line manager and authorised by the relevant member of the Leadership Team (if it is within budget) or by the Chief Executive (if it is not).

At this stage, the appropriate selection pool is agreed, taking into consideration: whether or not the job requirements can be met if internal staff only apply, employees currently at risk of redundancy, whether or not the role can be delivered more effectively by using Brathay's associate model etc.

Once approval has been given, the line manager completes a **recruitment timetable**, having spoken with colleagues to be involved in the process, and liaises with the HR team concerning advertising.

At this stage, the **selection criteria for the vacancy** (based on the job description) are also agreed, as these are used to short-list suitable applicants.

Advertisements are always posted on the Brathay web site, and other external media may also be used (including appropriate social media), in line with the relevant recruitment budget. For cost-control reasons, on-line advertising is our preferred option, supported by the use of local networks wherever possible, such as local colleges, Jobcentre Plus, partners etc.

Applicants are required to complete **an application form** for legal and equal opportunities reasons. Applicants should use the 'skills, experience and motivation' section of the application form to identify how their skills and experience matches what Brathay is looking for from the job description. A c.v. may also be attached in addition to completing an application form, but not as a substitute for it.

Brathay is exempt from the Rehabilitation of Offenders Act 1974 (Exceptions) 1975 and therefore candidates must provide details of any criminal records by writing in confidence to the Chief Executive. This information is shared only with those who need to see it as part of the recruitment process. An open and measured discussion will take place as part of the interview process concerning any offences and other information that might be relevant to the position.

In order to minimise our impact on the environment, applicants are encouraged to download an application form from our web site, complete on-screen and return electronically.

Completed application forms will usually be administered by the HR team, although alternative arrangements exist with regard to our regional offices.

Applicants for all posts are encouraged to complete an equal opportunities monitoring form, although it is not Brathay's policy to make this compulsory.

Equal Opportunities monitoring forms will be detached by the HR team/regional administrators and filed separately for monitoring purposes. Recruiting managers do not see the forms. The HR team will be responsible for reporting on each campaign to the Executive Team.

Once the closing date for applications has expired, candidates will be short-listed using the selection criteria based on the job description.

Brathay acknowledges all applications received and, once the advertisement deadline is passed and short-listing has been completed, candidates are either informed if their application has not been successful, or invited to interview.

Recruitment correspondence is done via email or phone wherever possible.

The Line Manager draws up a **selection process** outline for the event and books the required rooms, meals, accommodation etc (supported by HR if necessary).

All selection activities are relevant to the job advertised, but always include a face-to-face interview, ensuring that the relevance of each interview question to the role and our values is made absolutely clear. There is usually an exercise/simulation or presentation relevant to the role and, where appropriate, psychometric exercises are also included (administered by trained and qualified staff). In these ways, candidates are given sufficient information about Brathay in order to help them decide if there is a good fit with their talents and Brathay's way of working, and Brathay obtains the relevant information about candidates to inform its decision-making process.

Formal interviews follow a consistent series of questions related to our values and the selection criteria. Candidates are interviewed by at least two trained people (preferably one male, one female, but this might not always be possible/appropriate), including the recruiting line manager. Young people are involved in the selection process if appropriate, and receive briefing/training prior to the event.

The same key questions are asked of all candidates, but with some flexibility to follow up information contained in the application form.

Wherever possible, interviews for a particular vacancy are carried out on the same day (no more than six candidates are usually short-listed for any one vacancy). We do try, however, to accommodate requirements of prospective employees and therefore where interviews need to be held across more than one day, it is our intention that the interviewers remain the same in order to be as consistent as possible.

Where candidates apply from long distances/overseas, an initial telephone interview is held, but also follows a consistent series of questions related to our values and the selection criteria.

Where a second interview is appropriate, a different format may be used.

All those involved in the selection process (including representatives of any young people involved) meet as soon as possible after the event to agree on the outcome. It is the line manager's responsibility to make the final decision. After the interview, all notes relating to the interview, exercises etc. are given to the HR team, to be kept in a secure location for the appropriate length of time. Any duplicate application forms etc. are confidentially destroyed.

If there are no candidates who meet the essential criteria for the job, our preference is to defer an appointment rather than appoint a candidate who does not fully meet the essential selection criteria and social motivation requirements.

The unsuccessful candidates receive an email, and are invited to contact the line manager for feedback, should it be required.

The successful candidate receives a job offer in writing, which is subject to receipt of satisfactory employment references, completion of a Health Questionnaire, and a DBS check.

Where the successful candidate is disabled, any reasonable adjustments required at both the recruitment and employment stages, will be discussed with the individual concerned.

References are not normally taken up until an offer of employment has been put in writing. The current/most recent employer is always approached, together with at least one other employment/college reference. New employees are required to provide referees who are contactable by email or telephone in order to speed up the process and acquire a better quality of information.

References are obtained for all candidates before confirming an appointment.

Referees are selected carefully by Brathay in order to acquire information on an individual's appropriateness for the role they have applied for. These may not necessarily be those given by an individual on their application form. The appropriateness of referees is therefore discussed fully with an individual once a role has been accepted. Referees are also specifically asked if the individual is suited to work for an organisation that works with young people. Information is obtained in writing and kept confidentially on an individual's personal file.

Once all the necessary documentation has been received, the candidate is informed that all pre-employment documentation has been successfully completed, and a start date agreed.

At this stage, the line manager prepares an **induction programme** relevant to the individual/role, liaising with the individual and involving other colleagues where necessary. The line manager also liaises with the ICT Officer to ensure that a fully-equipped work station is available for the new employee on the date of commencement.

All new employees have a probationary period, during which time the line manager/employee have regular meetings to ensure that the required training and development is being provided, including familiarisation with Brathay's policies, procedures and desired behaviours.

Where performance issues arise during the probationary period, these are addressed at the time and, if they continue despite the appropriate support, employment is terminated with the appropriate notice. At the end of the probationary period, the appointment to the permanent staff is either confirmed or deferred as appropriate (see below).

Before an appointment is confirmed, an individual's induction programme is completed, the line manager ensures that the new employee has read and understood Brathay's key policies and procedures as related to their role.

Where an appointment is deferred, further training and development is provided, with appropriate review dates, on the basis that there is every confidence that the required standard of performance will be achieved with an extension period of no longer than 3 months.

RECRUITMENT AND SELECTION PROCEDURES (INTERNAL)

As part of Brathay's performance management process, individuals are encouraged to discuss career progression/job enrichment with their line manager during one to one meetings, appraisals, etc.

Where existing employees wish to apply for an internal vacancy, they must always discuss their application with their existing line manager in advance, as a matter of courtesy.

Applicants then follow the procedures outlined above to ensure fairness in treatment with external candidates, the only exception being that internal candidates will be asked to complete only the 'skills, experience and motivation' section of the application form to avoid duplicating information contained in their original one.

Internal applicants will only be interviewed where they meet the selection criteria for the role.

Where an applicant is not successful, appropriate feedback from the recruiting manager will be given and, where appropriate, the individual's line manager is involved in drawing up the appropriate personal development plan etc.

Where an internal applicant is successful and is offered an internal transfer, this is usually subject to the relevant probationary period for the role.

Where an individual applies for a role at a lower salary than their current salary, they must understand that the new role has been benchmarked and budgeted for at that level and that there is no scope for flexibility.

A transfer date is agreed between the recruiting and existing line managers, but this will be no longer than the contractual notice period for the individual concerned.

RECRUITMENT AND SELECTION PROCEDURES (TEMPORARY/AGENCY STAFF)

Our policy is to try and achieve the right balance between the time and effort required to carry out the usual recruitment process and the need to do what is usually an urgent job.

All prospective candidates (from agencies etc.) must visit the offices, meet the key people, and get an idea of what the role is about.

Where temporary staff need to work in business-sensitive areas, it may also be appropriate to take up independent references in addition to agency checks. Staff will also be required to sign a confidentiality statement.

TRAINING

Those involved in Brathay's recruitment and selection process receive training in interview techniques and any relevant equality and diversity frameworks.

RESPONSIBILITIES

Trustees

Responsible for:

- Overall responsibility for the policy, ensuring compliance with the relevant statute(s)

Chief Executive & Executive Team

Responsible for:

- Overview of the policy
- Ensuring that all interviewers are trained appropriately
- Authorising all recruitment activity
- Assessing turnover and recruitment statistics, including equal opportunities monitoring
- Reporting to the Trustees on any issues arising

Management

Responsible for:

- Liaising with HR, following the procedures outlined above
- Ensuring authorisation is obtained for each vacancy, in line with budgets
- Ensuring team members are aware of any vacancies
- Representing Brathay and demonstrating the desired behaviours at interview

Individual Responsibility (Workers and Contractors)

Responsible for:

- Engaging in discussions about career development during one-to-one and appraisal meetings
- Assisting in recruitment procedures as required (eg, site tours, informal discussions etc.), demonstrating our desired behaviours
- Informing current line manager if applying for an internal vacancy

APPENDIX

Other relevant policies:

- Equality & Diversity Policy
- Child Protection and Safeguarding Policy (section 2.3)
- Remuneration and Benefits policy
- Redundancy policy
- Volunteer policy

Strategic Plan: available via the intranet