



Integrated Neurological Services

RECRUITMENT AND SELECTION POLICY

Integrated Neurological Services (INS) believes in maintaining high standards of procedures and practice in its recruitment of staff for the wide variety of services that it provides. Good staff are crucial to the achievement of our mission. It is important to INS that employees are always valued, and that careful attention is paid to recruitment, selection, training, and support of staff to ensure that we provide and sustain quality levels of service to our users and members of the public accessing staff and services.

INTRODUCTION

INS recognises the community consists of a diverse population of people. This diversity consists of visible and non-visible differences. We believe that harnessing the differences will create a productive and creative environment in which everyone feels valued, where their talents are being fully utilised and in which organisational goals are met.

INS will ensure that recruitment practices and policies fulfil the legal framework and the requirements of its ***Equality and Diversity Policy***.

All vacancies should be handled in the same way, using the process outlined in this policy. All applicants for posts will be treated strictly on merit, with the exception of posts targeted at specific groups of people, which will be exempted, as allowed by legislation. INS will make every effort to make provision for staff and volunteers with a disability to work or to volunteer through reasonable adaptations.

All staff and members of the Board of Trustees involved in the recruitment and selection process will be briefed on the requirements of an equal opportunities interview. The Chief Executive, or appointed Manager, will be responsible for vetting, in confidence, applicants for sensitive posts; this will include Criminal Record Bureau/ Vetting and Barring checks.

This Policy covers the following areas:

- 1. IDENTIFYING AND PLANNING THE VACANCY**
- 2. ADVERTISING THE POST**
- 3. INFORMATION FOR APPLICANTS**

4. **SHORT LISTING PROCEDURE**
5. **INTERVIEW PANEL**
6. **DECISION, RECORDS AND INDUCTION PROCESS**
7. **EQUAL OPPORTUNITIES MONITORING AND REPORTS**

1. **IDENTIFYING AND PLANNING THE VACANCY**

Before appointing a new person to an existing post, it is important to review all aspects of that post, including the person specification, job description, number of hours worked, staff already in post and their requirements, extra hours, staff development, change in roles, etc.

These steps will be followed when an existing post holder resigns or a new post is funded:

- a) Vacancy notified to funder (if a grant condition)
- b) Board, on recommendation of post supervisor and INS Chief Executive, to consider the following:
 - Determine whether the post is still relevant and required
 - Cover arrangements whilst post is vacant
 - Review job description / person specification, amending where appropriate and notifying / negotiating with funder where necessary
 - Form an appropriate short listing / interview panel
 - Establish where the advert is to be placed
 - Set the copy and budget for the advert
 - Date for the advertisement to be placed and the closing date (normally 3-4 weeks after advertisement appears).

2. **ADVERTISING THE POST**

The manager and/or Chief Executive will draft advertisements. Advertisements should carry the agreed Equal Opportunities statement “Integrated Neurological Services welcomes Diversity in our workforce”, and the INS logo. When the advert is due to appear the INS Office Administrator will set up the system for processing enquiries (records are kept of all enquiries including name, address and where the advert was seen).

3. **INFORMATION FOR APPLICANTS**

Applicants are able to access application packs online, by telephone, email and post. Each application pack will include:

- An agreed Equality and Diversity statement, along with our mission statement and a brief resume of our services
- A separate form relating to Equality and Diversity monitoring, (the individual has the right not to complete this form) will accompany all application packs. This information will be kept and accessed by personnel staff for monitoring purposes only

- All posts will have a job description and person specification, which will contain essential skills, qualifications and experience. These criteria should be set and relate only to the genuine needs of the job. If the specification contains desirable skills, qualifications and experience they will only be used if we have too many applicants with essential skills to shortlist. All job descriptions and person specifications should be approved by the Chief Executive to ensure consistency
- INS leaflet giving details of services and / or project
- Covering letter explaining that applicants will be shortlisted on the basis of comparison with specification and are advised to only complete application form, CV's will not be considered

4. SHORTLISTING PROCEDURE

The short-listing procedure is the first stage in the assessment of applicants; this should take place as soon as possible after the closing date. Our purpose is to short-list in a fair and structured way. The Panel will meet (normally within one week of closing date) to:

- Assess applications to produce a shortlist on the basis of whether candidates meet person specification
- Draft questions to be asked at interview
- Design any other relevant test(s) (eg typing for administrative worker, benefits knowledge for social worker) appropriate for the post.

Candidates will be called for interview by telephone, email or letter; sent copy of INS's latest Annual Report and notified if there is to be a test.

The selection and interview panel:

This would normally consist of three people. For all posts a Trustee must be on the selection and interview panel. The short-listing panel and the interview panel will be the same people.

Every member of the interview panel will receive:

- A copy of all the completed application forms, numbered for identification purposes
- An assessment form relating to the essential criteria on the person specification
- A copy of the job description and person specification

From all the applications received, the recruitment panel will agree a shortlist of candidates who will be interviewed for the post.

The recruitment panel will score each candidate's application form by using the assessment forms provided and the following system:

Each shortlisting assessment form will list the personnel specification requirements in order. Panel members will give each candidate a score for

each requirement after having read their application. Panel members will score as follows:

- 0 well below the personnel specification requirement
- 1 partly met the personnel specification requirement
- 2 satisfactorily met the personnel specification requirement
- 3 well above the personnel specification requirement

There will also be a space for panel members to make notes which support the score they have given. It is important that this space is completed so that it can be seen upon what evidence a candidate's assessment was made and ultimately on what grounds their application was successful or not.

Panel members should not discuss the shortlisting with other panel members until all the candidates have been assessed.

Having assessed all the candidates, then the panel will discuss which candidates to shortlist using the following guidelines:

- Remember there is no such thing as the perfect candidate but consider how closely they have met the requirements of the personnel specification only.
- The candidates with the highest scores should be short listed for interview so long as they meet the criteria to a satisfactory level.

Only the information on the application forms is to be used in the assessment. If a member of the interview panel personally knows an applicant, they should declare an interest.

The assessment is made against the requirements and a total arrived at.

Interviews should only be offered to applicants who meet all the essential requirements and have the highest number of points. If there are not enough applicants who do, the panel must either consider interviewing candidates who do not meet all requirements, or re-advertise.

If, after the assessment, there are too many candidates who meet all the essential requirements the panel must consider holding short preliminary interviews to reduce the number before the main interviews.

If substantial differences in marking occur within the short-listing process, the panel lead (normally the Chief Executive) will discuss the marking process and ensure correct equal opportunities procedures have been adhered to, and agree an outcome. This record is important in case any applicant requires feedback on why they were not selected for interview.

If a conviction has been declared, the interview panel, after deciding to short-list the applicant, must decide whether the conviction(s) will debar the applicant from the post. The interview panel must be aware of the nature of the post, the nature of the conviction, the frequency of the convictions if more than one, the age when the offence was committed and any other relevant circumstances relating to the applicant.

Short-listed candidates will be invited for interview and where it is appropriate, the reference process will be started. Short-listed applicants will be informed of the place, date and time of their interview, and who the interview panel will be and their role in the organisation. All applicants will be provided with details of any presentation or task (if appropriate), a map and directions to the venue where the interview will take place.

- INS will treat positively any request for specific facilities for interview made by applicants within the disability section of the application.
- INS will keep all applications and related correspondence, including interview decisions, for a minimum of six months.

5. INTERVIEW PANEL

The interview panel will usually consist of 3 people.

The format for interview will be the same for all posts as outlined in this Recruitment and Selection Policy. Interview questions will be based on the person specification for the post. All interviewers should use and complete the agreed interview form, and this should be kept on file for any feedback to candidates and for record purposes.

Before the interviews start the panel will agree who will greet and introduce the candidates to the panel and outline the interview procedure. Panel members will all use the standard INS Interview Form (as attached), using the point scoring facility at the end of the page. Before the interview the panel members will agree who will ask each question, and the same format will be followed for all interviews.

Panel members should not discuss candidates between interviews, and are encouraged to write up the candidate's interview notes at this time. At the end of the interviews, panel members will finish and score the interview forms. Panel members will then discuss and agree the successful candidate. If this is not possible to agree the Chief Executive will be informed and decide what action to take.

All applicants are required to give two references, at least one of which must be a recent ex-employer. Where applicants are still in employment another referee can be given, with the option for INS to take up the reference from their current employer before the post is offered. With students a school, college or university reference can be given.

At the end of the interview all applicants will be informed that no appointments will be made without two satisfactory references. Employment, where applicable, will also be subject to a satisfactory Vetting and Barring Check. INS will accept current CRB checks from other local organisations.

6. DECISION, RECORDS AND INDUCTION PROCESS

Candidates who have not been short-listed will be sent standard regret letters, as soon as the short-listing process is completed. An appropriate letter will inform unsuccessful interviewees after the successful candidate has accepted the post, this letter will offer unsuccessful interviewees the opportunity to receive feedback from the interview.

The Line Manager or Chief Executive will contact the successful applicant and confirm the initial job offer by letter advising that confirmation of the appointment will be dependent upon receipt of two satisfactory references and a satisfactory Disclosure and Barring Service (DBS) check. Once two satisfactory references have been obtained a final job offer letter will be sent to the successful applicant enclosing the appropriate Contract of Employment and other relevant documents depending on the post.

Volunteer Recruitment

New volunteers shall be asked to complete the appropriate application form, which also includes an Equal Opportunity monitoring form. Two references are required. No references shall be applied for unless the applicant has given their consent.

Volunteers will be interviewed by the Manager and/or the Volunteer Coordinator and a project manager. They are entitled to be given a written note of the terms on which they have volunteered to serve the charity and an outline of the duties they have agreed to perform, if they so wish.

DBS checks are required for all volunteers or trustees working independently with clients or visiting them in their own homes. INS will accept current DBS checks from other local organisations.