



Recruitment and Selection Policy

1. Aim of the Recruitment Policy

- 1.1 This policy sets out the requirements and quality standards with regard to all aspects of the recruitment and selection process for Hospice Hope. The policy aims to ensure good practice in line with all other policies and legislative requirements.
- 1.2 This policy applies to recruitment to all permanent posts, full or part time.

2. Equal Opportunities and monitoring

- 2.1 Hospice Hope is committed to promoting equality of opportunity and this must be the guiding principle of every step of the recruitment and selection process. No applicants will be discriminated against on the grounds of their race, colour, nationality, age, ethnic origin, gender, sexual orientation, marital status, physical or mental disability, religion or membership of a trade union or any other protected characteristic.
- 2.2 To enable monitoring of the recruitment process, all documents relating to recruitment and selection activities will be kept for 12 months following the recruitment activity.

3. The Recruitment and Selection Process

3.1 Approving an advertisement

- 3.1.1 All vacancies will be dealt with in the first instance by the Operations Team and referred to trustees for final approval.
- 3.1.2 Before starting the process of advertising, the Operations Team will consider:-
 - Is the post actually needed? Is the job description and person specification accurate and up to date.
 - Are the working hours, location or salary accurate and appropriate for the post?
 - The proposed timeline for recruitment, i.e. closing date, shortlisting panel and date, interview date(s) will be agreed in order to facilitate organising an interview panel and ensuring that a venue is booked for the interviews.



3.1.3 The cost of placing an advertisement will be sourced by the Operations Team and approved by the Trustees in accordance to our expenses policy, where expenditure is in excess of £250.00.

3.2 Applications

3.2.1 Candidates will access the Job Description and Person Specification and guidance on completing their application form via Hospice Hope web site.

3.2.2 Once the closing date for a post has passed, it will automatically be removed from the Website and late applicants will not be able to apply. All vacancies close at midnight

3.2.3 Applications will be acknowledged upon receipt.

3.3 Shortlisting

3.3.1 All people who are to sit on the interview panel will normally be involved with the shortlisting.

3.3.2 Shortlisting means looking at each application form and making a judgment based on the criteria in the person specification that the applicant has demonstrated that they meet or have the potential to meet a significant proportion of the stated essential criteria. All applicants should be judged against the same criteria and no new criteria may be introduced at this stage.

3.3.3 Each person who shortlists should make a judgment about whether each applicant should be progressed to interview or not. Comments about why a candidate has been progressed or not should be recorded by the shortlisting panel. These comments should state the main specific reason why a candidate has been progressed or not.

3.3.4 The top scoring candidates will be invited for interview.

3.3.5 All unsuccessful candidates will be notified by email.

3.4 Invitation to Interview

3.4.1 Candidates who have been progressed to interview will be invited to attend and given the full details of venue, times and requirements (e.g. a presentation to be prepared and delivered)

3.4.2 Due to time constraints, feedback will not be routinely offered to applicants who are not shortlisted, but if requested, the Panel leader may agree to offer feedback.



3.5 Interview Procedure

Questions

- 3.5.1 Interview questions and answer guidelines should be prepared in advance of the Interview by the Operations Team. All questions must be based on the criteria listed in the person specification and all candidates must be asked the same questions and given the same opportunity to take part in any other activities, e.g. presentations
- 3.5.2 All candidates must be given the opportunity to ask questions about the post, terms and conditions and the organisation.

Scoring

- 3.5.3 Detailed notes must be taken of all interviews, questions asked and responses given. These notes are used for initial scoring of how well a candidate has answered each question, to come to a final decision about candidates and may be referred to in the case of any disputes. It is important that the notes are sufficiently detailed and legible to be able to see how a decision to appoint or not was arrived at, based on the criteria in the person specification.
- 3.5.4 A scoring system must be used for all questions, tests and other methods which form part of the selection process. A possible system is that each question is scored on the basis of a total possible score of three points; the system must be agreed by the Interviewing panel before the interviews take place and all panel members must use the same system.

Three Points	Three Points awarded when the candidate has given a full answer, which meets all the points listed in the answer guideline <u>and</u> makes further positive points which had not been expected by the panel.
Two Points	Two points awarded when the candidate has given a full answer which met all the points listed in the answer guideline
One Point	One point awarded when the candidate has given a partial answer which met some of the points in the answer guideline
No Points	No points awarded when the candidate is unable to give an answer



- 3.5.5 The Panel should agree a total number of points which must be reached for a candidate to be appointable. This must be agreed before the interviews start and must not be changed during the process.
- 3.5.6 The Panel may agree that within the scoring system, a candidate must get a certain number of points on a particular criteria, e.g. ability to complete spreadsheets and keep accurate records for volunteers and guests
- 3.5.7 Where there is disagreement about the number of points awarded or whether a candidate should be appointed, the Chairman of the panel has the final decision.
- 3.5.8 Where there is a tie break, the Chairman of the panel may consider the desirable criteria to make a decision or may consider the use of Second Interviews.
- 3.5.9 The notes and scoring for all interviews must be kept for 12 months in case of any disputes.
- 3.6 Informing the candidates
- 3.6.1 Following the interview, the preferred candidate and all unsuccessful candidates will be notified by email.

4 Pre-Employment Checks

- 4.1 A candidate remains the preferred candidate until all pre-employment checks have been undertaken and satisfactory results achieved. Required checks include;
- Two satisfactory references, one of which must be from the current or most recent employer. References must cover the last three years. Where there has been no prior employment, then academic and personal references must be sought. It is important that reference checking is seen as part of our safeguarding process as well as recruitment process and no reference should be signed off which causes any question of doubt about the candidate's suitability. Written references may be followed up and verified with telephone calls
 - Where the post requires a DBS disclosure, the post can be formally offered subject to a satisfactory enhanced DBS check
 - Proof of identity and right to work in the UK must be ascertained. Acceptable identification must be provided.
 - Where relevant, professional registration (E.g. NMC pin number) or proof of qualification (e.g. Accountancy Qualification).



- 5.1 Once all pre-employment checks have been carried out successfully, the candidate will have the formal offer of employment confirmed and a start date agreed.
- 5.2 All offers of employment are subject to a six month probation period.
- 5.2.3 A contract of employment will be prepared for signature and a copy of the employee handbook made available.

6. Disputes

- 6.1 Applicants who wish to dispute an employment decision or to complain about any part of the recruitment process should address their complaint in writing to the Charity Chairman. Complaints will be responded to within a period of ten days to allow the Chairman to make all relevant checks on the processes before responding.

Appendixes

- Template for Job Description and Person Specification
- Template for Interview Scoring

Approved at the meeting of the Trustees on 8 May 2018

Signed by.....Chairman of Trustees

For review in May 2019