



**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 always strive to demonstrate the organisation's values which are to inspire, share, support and achieve. Our staff demonstrate these by building meaningful, high quality, relationships with young people and adults that are built on respect, care, and unconditional positive regard. It is important that, in addition to their skills and experience, all employees demonstrate a strong social motivation, 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 it is sometimes difficult to accurately assess future recruitment needs. We are, however, committed to recruiting from the appropriate local community, whilst appreciating that we may need to recruit specialist skills from further afield. Overall, we hope to balance the need to recruit into 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, marriage/ civil partnership, pregnancy and maternity, race, religion or belief and sexual orientation. We are committed to monitoring equal opportunities and take appropriate action to identify any anomalies. Our aim is to embrace diversity by reflecting the population of our local communities wherever possible.

The salary and other financial and non-financial) benefits which Brathay offers to existing and prospective staff, should be enough to attract and retain the right staff. We have a separate Remuneration and Benefits policy and assess salaries against appropriate benchmarks. Brathay considers flexible job design wherever possible to reflect commitment to assist employees in achieving an appropriate balance between work and life.

All appointments are made following, as a minimum, a face-to-face interview exploring attitudes, values, 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.

## 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. As a children and young people's charity we are committed to the involvement of children and young people in the recruitment of relevant positions across the organisation.

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 Officer, who will benchmark the salary and other terms and conditions.

A **recruitment authorisation form** is completed by the line manager and authorised by the relevant member of the Senior Management Team. At this stage, the appropriate selection pool is agreed. This takes into consideration whether the job requirements can be met by internal staff, any employees currently at risk of redundancy and whether 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** are agreed in order to short-list suitable applicants.

**Advertisements** are always posted on the Brathay web site, and other external media may also be used. On-line advertising is our preferred option, supported using local networks wherever possible.

Applicants are required to complete an **application form**. They are expected to 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) Order 1975. Applicants must declare any criminal convictions, although these will not necessarily bar them 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. 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.

Applicants are encouraged to download an application form from our web site, complete on-screen and return electronically. Applicants for all posts are encouraged to complete an equal opportunities monitoring form, although this is not compulsory. Equal opportunities monitoring forms will be filed separately for monitoring purposes. Recruiting managers do not see the forms.

Completed application forms will usually be administered by the HR team, although alternative arrangements exist in our regional offices. The HR team are responsible for reporting on each campaign to the Senior Management Team.

## **RECRUITMENT AND SELECTION PROCEDURES – continued**

Once the closing date for applications has expired, candidates will be short-listed using the selection criteria based on the job description. No more than six candidates are usually short-listed for any one vacancy.

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. Correspondence is via email or phone.

The Line Manager draws up a **selection process** outline for the event and books the required rooms, meals, accommodation etc.

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 clear. There may be an exercise/simulation or presentation and, psychometric exercises may be used. In these ways, candidates are given enough 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 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 are carried out on the same day. Where interviews need to be held across more than one day, we try to use the same the interviewers. Where candidates apply from long distances/overseas, an initial telephone interview is held, using the same questions.

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

All those involved in the selection process meet as soon as possible after the event to discuss the outcome. It is the line manager's responsibility to make the final decision on the appointment. 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.

If there are no candidates who meet the essential criteria for the job, our preference is to defer an appointment.

The successful candidate receives a job offer 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.

The unsuccessful candidates receive an email and are invited to contact the line manager for feedback if they wish to.

## RECRUITMENT AND SELECTION PROCEDURES – continued

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.

Where references are not forthcoming on a timely basis, a risk assessment must be completed and signed off by a member of the Senior Management Team. References are obtained for all candidates before confirming an appointment on the completion of the probationary period.

Referees are reviewed to ensure they are appropriate. If they are not the candidate will be asked to supply replacements. Referees are specifically asked if the individual is suited to work for an organisation that works with young people. Information is obtained in writing, by email or by telephone and details 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. At this stage, the line manager prepares an **induction programme** liaising with the individual and involving other colleagues where necessary. The line manager also liaises with IT Support to ensure that computer and phone equipment is organised.

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 is either confirmed or deferred as appropriate (see below). Before an appointment is confirmed, an individual's induction programme is completed, and 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. Applicants then follow the procedures above, the only exception being that internal candidates will be asked to complete only the 'skills, experience and motivation' section of the application.

Internal applicants will only be interviewed where they meet the selection criteria for the role. Where an internal applicant is successful and is offered an internal transfer, this is usually subject to the probationary period for the role.

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

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)**

Brathay's 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 & Senior Management 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:**

- Child Protection and Safeguarding Policy
- Equality & Diversity Policy
- Privacy notice for staff
- Redundancy policy
- Remuneration and Benefits policy
- Volunteer policy

### **Application:**

This policy applies to employees and other workers including casual workers, associates, sessional workers, volunteers and trustees.