



HR Policy Number 3

# Recruitment and Selection Policy

## Version History

Version	Brief Summary of Change	By Whom	Date signed off by CEO
V1.0			February 2008
V1.1		Emma Patey	July 2011
V1.2	Reference and DBS changes	Emma Patey	October 2014
V1.3	Induction and Probation changes	Emma Patey	July 2015
V 1.4	Amalgamation of Kaleidoscope and ARCH policy	Emma Patey	March 2017

Review date: March 2020

## **1. INTRODUCTION**

Kaleidoscope/ARCH are committed to a policy of treating all of its employees and job applicants in a fair and equitable manner. No employee or potential employee shall receive less favourable treatment or consideration, during the recruitment process.

Kaleidoscope/ARCH are also committed to its Welsh Language Policy agenda and to this end are committed to providing recruitment documentation and processes through the medium of Welsh, where this is requested.

It is Kaleidoscope/ARCH policy to recruit only when there is a valid requirement and to recruit the best individuals for the job, regardless of race, nationality, sexual orientation, ethnic or national origins, gender, marital status, disability, pregnancy or maternity, religious beliefs or age.

This policy must be read in conjunction with the Equal Opportunities Policy. This policy does not apply in the event of an internal redundancy/re-structure exercise as alternative processes will be undertaken and communicated at the outset of any given consultation exercise.

This policy applies to all recruitment of employees, engaged to provide services for Kaleidoscope/ARCH, irrespective of whether the contract is temporary, internship, fixed term or permanent. In addition, this policy will apply to contractors for contract services.

## **2. PROCEDURE**

### **2.1 Authority to Recruit**

Prior to any vacancy being advertised a decision is needed as to whether the post should be recruited for. Options to consider should include:

- Re structure the job itself and share between existing roles
- Consider part time / flexible / outsourcing
- Assess the departmental structure to assess the need for additional resource

Before advertising for vacancies, the “Request to Recruit” Form (appendix 2) must be filled in by the manager wishing to recruit.

The purpose of the form is to manage the number of new starters into organisation, making sure it is absolutely necessary to recruit. Once completed, the form must be given to the Chief Executive for approval (via HR), advertising for posts can only commence once approval has been given.

### **2.2 Job Specification**

A job specification outlining the day to day expectations of the role will be drawn up, for interviewing and selection purposes. The job description will include:

- Duties
- Qualifications
- Salary (where appropriate) and benefits information
- Experience
- Skills required

- Person specification (if applicable)

### 2.3 Advertising the role

It is the policy of Kaleidoscope/ARCH to advertise all vacancies internally for a one week period, prior to seeking external candidates, where Organisation need allows. Areas of internal advertising to be considered may include:

- Internal e-mail distribution
- Intranet
- Organisation Newsletter

When advertising externally, Managers must discuss the most cost effective method of advertising, ensuring that a good selection of possible candidates will be effectively targeted.

- Professional magazines
- Local / National press
- Preferred recruitment agencies that conform to best practice
- The job centre
- The Internet
- Local radio
- Retained speculative CV's (Speculative CV's will be retained by the HR Department for 6 months)

### 2.4 Application Packs

Interested candidates applying for vacancies may be sent an application pack consisting of:

- Application Form
- Job Description, detailing the requirement to undertake a DBS check where applicable to the role
- Any relevant Promotional literature (where appropriate)
- Or applicants may be asked to submit a CV
- Where a vacancy is to be advertised internally only (where the role requires) employees may be required to complete and expression of interest process as an alternative to an application form

### 2.5 Selection of Candidates

There are many legal obligations on the part of the employer when considering the selection of candidates. Interviews will be based on a selection of **prepared** questions, which reflect the requirements of the role, to assess candidates equally.

At interview or in a separate discussion, we ensure that an open and measured discussion takes place on the subject of any offences or any other matter that might be relevant to the position.

Unless the nature of the position allows Kaleidoscope/ARCH to ask questions about your entire criminal record, we only ask about "unspent" convictions as defined in the Rehabilitation of Offenders Act 1974, as amended.

Failure to reveal information that is directly relevant to the position sought could lead to the withdrawal of the offer of employment. Having a criminal record will not necessarily bar you from working with Kaleidoscope/ARCH, but will depend on the nature of the position and the

circumstances and background of the offences. We will undertake risk assessment, relevant to the role, to understand risks. All appointments and decisions concerning convictions will require final agreement with the CEO.

If you are you currently under a License Agreement with the Probation Service we may be required to contact your Offender Manager in the event you are on license as part of our selection procedures, as required by the Probation Service.

If you are on a license agreement whereby your availability is determined by external parties/ day release, you will not be able to fulfill contractual requirements to attend work and therefore unable to apply for a role with us.

Further in house testing, or assessment centres may also be a further option, to narrow down the selection. The candidate selected, must demonstrate that they match the selection criteria more closely than any other candidate. The overall aim is to match the right person to the job.

The purpose of the selection process is as follows:

- To assess the skills and knowledge of the applicant
- To assess the attitude of the applicant
- To identify the strengths and development needs
- To probe inconsistencies and details submitted by the applicant

Interviews are to be conducted by 2 or 3 competent interviewers and where possible will include Service Users.

All interviews will be conducted in private and in a place without distractions. Where appropriate, the candidate should be shown the environment in which they will work.

The interview will reflect the Company philosophy, observe legal requirements, be conducted courteously and give full details of terms and conditions of employment and benefits relating specifically to the vacancy at hand.

Where possible, the applicant will be told the outcome of the interview within 7 working days, or as soon as reasonably practicable.

Reimbursement of reasonable travelling expenses is at the discretion of the interviewer with prior approval.

## **2.6 Feedback**

Feedback for external applicants will only be provided to unsuccessful candidates following interview, upon receiving a *written* request. Internal applicants will be given feedback in person, detailing any development areas.

**Managers, who have conducted the interviews, may require their notes to be photocopied and passed on to the candidate. It is therefore imperative that notes prepared are done accurately, and demonstrate a high degree of professionalism.**

## **2.7 Offering the Position**

Upon selection of a suitable candidate, the Manager will discuss the applicable salary, benefits etc. All offers must be approved by the Chief Executive. A formal offer letter, detailing the main conditions of employment – including: Start date, salary, holidays,

benefits, job description, contract of employment, and staff handbook will be issued prior to the employee commencing employment.

## **2.8 References / Employment checks**

All offers are subject to:

- Two satisfactory references (one being the employee's most recent employer)
- Proof of right to work in the UK, or Work Permits (where applicable)
- DBS Clearance where the role specifies this is a requirement (please refer to the Eligibility to work/Volunteer Policy for more information)
- Qualifications
- Medical clearance (where applicable/relevant to the specific role)
- Completion of a satisfactory probationary period, as detailed on the contract of employment

Our policy on giving references for employment, study, tenancy etc is to provide standardised Organisation references proving salary, role and service information only. All reference requests are to be passed to the HR Department for completion to ensure accuracy and consistency.

Kaleidoscope/ARCH work with individuals who are trying to overcome problems with alcohol and/or drugs. We support and encourage people who are in recovery due to their own problematic use of substances to apply for positions with us, and have put in place mechanisms for properly supporting these employees. Candidates are asked to state on their application form if they currently or previously have received support for a substance misuse problem.

We do not offer routine BBV vaccinations for posts within Kaleidoscope (with the exception of staff requiring vaccination to comply with auricular acupuncture accreditation). It is however our position that staff should take all necessary precautions when working with needle exchange or illicit drug users to reduce the risk of BBV transmission. Should staff wish to pursue vaccination then they are able to source their own BBV vaccinations from their GP, sexual Health Clinic or pharmacy at their own cost.

## **2.9 Employing Relatives**

It is not our policy to recruit members of an employee's immediate family, or where a spousal relationship exists, into a position where a direct reporting relationship exists, or in some instances within the same work location. Kaleidoscope/ARCH reserve the right to move employees in such cases, and this principle will also apply when consideration is being given to internal promotions and transfers. Potential applicants are required to disclose any relationship, familiar or otherwise in relation to our organisation or our partner organisations, upon application, so an assessment of suitability given the relationship can be made.

## **2.10 Induction**

The induction process begins as soon as the applicant accepts the position.

### **Stage 1 Induction**

This process will take place on the employee's first day, and must be carried out by the immediate manager, or other competent representative. Stage 1 induction will include the following and the completion of an Induction Checklist is required by the Line Manager:

- Introduction and tour of the building
- Introduction to all immediate work colleagues
- Health & Safety guidelines to include fire drill
- Tour of employee facilities
- Introduction to the overall responsibilities of the job

## **Stage 2 Induction**

Stage 2 involves a more detailed approach to training the new employee in the day to day activities associated with the role. Managers are expected to plan and deliver a step by step approach to learning the role and its associated tasks, measuring and assessing competency before probationary period sign off. They will be required to set and review Specific, Measurable, Achievable, Realistic and Time bound (SMART) objectives during the probationary period.

### **2.11 Probationary period sign off**

Managers are required to complete and sign the employee's induction and confirm with the HR whether or not the employee has been successful in completing their probationary period.

Managers and new employees are required to undertake a mid-probation and end of probation review process, in advance of the expiry date of the probation period. There are review forms available and Managers will be sent calendar reminders of when review periods are due.

Probation reviews will have three possible outcomes:

- Probation may be passed and employee appointed permanently
- Probation period may be extended for a minimum period of one month
- Probation may not be confirmed and employee dismissed with one week' notice.

**Managers should liaise with the HR Manager, if the employee is failing to meet minimum requirements as set out in the induction process, before the probationary period expires and review meeting is undertaken.**



Chief Executive  
March 2017

**Appendix 1 – Recruitment Process Flowchart**

# Recruitment Process





**Appendix 2 – Request to Recruit Form**

**New Recruit/ Contract Request Form**

<b><u>Recruiting Line Manager</u></b>	
<b><u>Job title of vacant post/ Internship Opportunity</u></b>	
<b><u>New post/ Replacement post/ Internship</u></b>	
<b><u>Salary for the post (If internship be aware this is at zero salary, but expenses only)</u></b>	
<b><u>Estimated start date of the post &amp; End date if Fixed term or internship</u></b>	
<b><u>Closing Date of Advert:</u></b>	
<b><u>Location of the post:</u></b> (If it is to be split, list amount of time at each location)	
<b><u>Business Case for post:</u></b> Include details of budget, resource requirements and thoughts on why needed. Add any additional detail- i.e. Maternity Cover, Temporary Contract etc.	
<b><u>Authorisation for post received-</u></b> Chief Executive must approve before any advertising or appointments are made.	
<b><u>Date of Authorisation</u></b>	

**NEXT STEPS: ONCE APPROVED- REFER TO THE RECRUITMENT PROCESS FLOW CHART.**



**Request for Contract issue on approved vacancy**

<b><u>First Name</u></b>	
<b><u>Surname</u></b>	
<b><u>Address</u></b>	
<b><u>Start date if known</u></b>	
<b><u>1<sup>st</sup> day details:</u></b> (Location, time, who to meet for induction)	
<b><u>Has this person been employed by the Organisation before:</u></b> <i>If YES, please detail when and reasons for leaving previously</i>	
<b><u>Personal Email to send offer letter/ Contract or Internship Agreement</u></b>	
<b><u>Confirmed salary</u></b>	
<b><u>Application form and interview notes attached</u></b> <i>(Please be aware, failure to provide this information will delay any contract/ offer being issued)</i>	<b>YES/ NO</b>
<b><u>Referee details available on application or attached separately</u></b>	<b>APPLICATION FORM / ATTACHED SEPERATLEY</b>
<b><u>New employee subject to DBS clearance?</u></b>	<b>YES/ NO</b>
<b><u>Applicant disclosed any convictions</u></b>	<b>YES*/NO</b> <b>*Nature of conviction:</b>
<b><u>Approval of post</u></b> <b><u>Chief Executive must approve before any appointments are made.</u></b>	
<b><u>Date of Authorisation</u></b>	

**Please now return all recruitment paperwork (Application forms, question sheets, shortlisting pro forma etc.) to NEWPORT HEAD OFFICE.**

**Paperwork must reach Newport Head Office within 7 calendar days of the interview date.**