

RECRUITMENT

First, read our Information Sheet on *Employing Workers*: you need to have answered all the questions on that sheet before you can start recruitment and selection. Recruitment procedures need to be fair, open and consistent. To defend a claim of discrimination, you need to be able to **PROVE** that you **ONLY** looked at the candidates' **RELEVANT** skills, knowledge and experience **AND** that you treated everyone consistently. Proper records should be kept of each step for at least six months - they may be needed as evidence in a tribunal or court. **"EMPLOYER"** means the governing body - the Board or Committee of the employing organisation.

STEP 1 – WRITE A JOB DESCRIPTION or update the existing one. The Job Description says what the JOB is - its main aim and specific duties - the more detail the better. The Employer should formally agree this Job Description before recruitment starts.

STEP 2 – WRITE A PERSON SPECIFICATION or update the existing one. The Person Specification says what kind of PERSON you are seeking - their skills, knowledge and experience. Say which are essential and which are desirable. Avoid asking for academic qualifications and stress that unpaid experiences is valued. Avoid discriminatory requirements e.g. if travel is necessary a disabled person could use assisted transport rather than having to drive. If there is a Genuine Occupational Qualification to be of a particular race or gender, check with Links or legal advisers that this is justified under the legislation, and state why in the person specification.

STEP 3 - THE EMPLOYER SHOULD APPOINT A RECRUITMENT PANEL (Interviewing, Selection or Appointment Panel). Try and reflect the diversity of the group. Tell the panel members whether they have a vote or whether they are observers - particularly if staff are on the panel. Try and have an odd number on the panel or give someone a casting (deciding) vote. Record the names of the people on the panel (only agree substitutes in emergencies) and ensure they can see the recruitment process through to selection. Give the panel power of appointment and rejection - only the people on the panel will know the detail about applicants. Decide whether the panel will take up references for all candidates or only the successful candidate. Give guidelines on confidentiality and conflict of interest (declare if they know the candidates). Tell them what records to keep e.g. of reasons for selection or rejection and who the records should be given to (a central secure location).

STEP 4 - DECIDE ON A RECRUITMENT TIMETABLE & BUDGET - agree dates for advertising, closing date for applications, and for the panel to shortlist and interview. The same panel should shortlist and interview. Sometimes there is a preliminary sifting or "longlisting": whoever does this should keep records of decisions. Leave 3-4 weeks between advertisement and closing date, and 2 weeks between closing date and interview date, bearing in mind Bank Holidays or annual leave of panel members or person receiving the returned applications. The Budget will govern where the advert is placed and for how long, plus interview expenses for panel and applicants. Some jobs will benefit from advertising in minority press. Remember other media: websites, local radio, mailings.

STEP 5 - WRITE THE ADVERT - this should include brief summary of Job Description aim and main points of Person Specification, plus salary, hours, length of contract/funding, location of worksite. Say where to get application forms and further details, who to return completed forms to and by when (closing date). If possible, state date and location of interview. Place the advertisement(s) in appropriate media as far as possible during the same time period. Remember charity/company numbers and any logos. State reasons for any Genuine Occupational Qualifications (race/gender).



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STEP 6 - PREPARE JOB PACKS - these should include publicity about the organisation/project, Job Description, Person Specification and Application Form (updated if necessary), and additional information e.g. written tests to accompany application form. Tell applicants whether they will be told they have not been shortlisted or whether silence means rejection. Put some packs together in envelopes so you can write the applicant's details straight on the envelope. You may want to keep a record of who has asked for a pack or at least the number of enquiries. Unless someone has been nominated to discuss the post informally and this has been stated on the advert, avoid getting into discussion with applicants about the nature of the job - this could lead to a claim for discrimination from people who have not had the benefit of such a discussion. By all means discuss practicalities like where the interview will be held - this could enable a disabled person to have their needs met.

Links can provide more information, help and advice. Contact us if you need any further assistance

Links believes that this information is correct at the time of publication, however details may change. **Page 2/2**
You are advised to contact Links for the up to date position and seek legal advice where appropriate **20/02/2003**