



## **RECRUITMENT & SELECTION POLICY**

### **Policy Statement:**

The Charity strives to ensure that our recruitment results in us having the right people, in the right place at the right time. Our recruitment and selection policy aims to ensure that we attract and appoint applicants with the right skills, knowledge, behaviours and experience to meet the needs of all our vacancies. In light of this we ensure that we appoint on the basis of merit and without discrimination.

### **The Policy:**

This Policy applies to all employees and all vacancies.

### **What is covered by the Policy:**

This Policy should be read in conjunction with other policies mentioned throughout. Particular attention must be paid to the Equality & Diversity Policy.

### **Basic principles:**

Recruiting managers must ensure that:

- Candidates are given equal access to information about the job vacancy and its requirements.
- Candidates are considered on merit.
- Interviews and the selection process are applied equally and consistently to candidates. An agreed set of questions and assessments where required, focusing on Technical Skills, Experience, Knowledge as well as overall Behavioural Competence will be used consistently with all candidates selected for the Interview Stage. All answers provided by candidates will be scored against a standard 1-5 rating system, which will then be used to establish the most suitable candidate.
- Selection methods are reliable and free from bias or discrimination.



### **Before recruiting:**

Before beginning the recruitment process, Recruiting Managers must carefully consider whether recruitment is really required and the role remains an important part of the functional structure and is not just a reaction to an employee leaving. Once this has been considered, if there is still a recruitment need, the recruitment manager must:-

- define the role,
- attract and monitor applications,
- manage the application and selection process
- make the offer to the most suitable candidate.

### **Defining the role:**

Often recruitment is the result of an employee leaving, and so there is an existing job description in place. Before recruiting, the Recruiting Manager should review the Job Description to ensure that it is still fit for purpose.

In the event that the job is completely new, the Recruiting Manager must spend time, along with the senior departmental manager, analysing the requirements of the role. This will lead to a Job Description to be used for managing the recruitment process.

### **Attracting applications:**

Recruiting Managers should first look to the internal talent pool when recruiting. Job vacancies can provide opportunities for career progression and development for existing employees.

Should the job be at an entry level, or if there is no suitable internal candidate, the Recruiting Manager will then explore outside the organisation.

External posting of a vacancy, including advertisements, must be clear and indicate the following information:

- Requirements of the job.
- Necessary and desirable criteria for job applicants, i.e. the skills, knowledge, behaviours and experience required.
- A description of the Charity and its activities.
- Job location.



- Summary of Benefits Package offered for the job.
- Length of Contract, if not standard hours or short-term.
- Details of how to apply and the deadline.

No discriminatory language must be used when wording any advertisement that may unfairly disadvantage candidates on the basis of age, disability, gender, marriage or civil partnership, maternity or pregnancy, race, religion or belief, sexual orientation, or membership of a trade union. If in doubt about the wording to be used, Recruiting Managers should liaise with HR.

#### **Managing the application and selection process:**

All applications must be treated confidentially and viewed only by the Recruiting Manager, HR and anyone who is directly involved in the recruitment process. The Recruiting Manager, with the support of a Senior Manager, if necessary, is responsible for short-listing candidates at the first stage of the selection process. This involves comparing the completed Job Application forms and CVs against the Job Description to identify the best candidates to take forward to the interview stage. Recruiting Managers must be objective and non-discriminatory. Involving a Senior Manager or HR provides an alternative viewpoint and safeguards against any bias and this inclusion of an additional resource is encouraged at all times by The Children's Centre.

During the second stage of selection the Recruiting Manager holds an interview for all candidates who have successfully passed the first stage. A structured approach must be taken to interviews to ensure that all candidates are treated equally and consistently. This means that:

1. Questions are planned carefully before the interview to focus on the skills, knowledge, behaviours and experience required for the job.
2. All candidates are asked the same questions (although it is anticipated that any follow-up questions may be different, depending on the candidates' answers).
3. Answers are scored using a consistent and approved TCC rating system.



The Recruiting Manager must always be accompanied by another Manager, or by a member of the HR team, for any interviews. This helps to ensure that a balanced view of candidates is taken, and also to allow one person to act as note-taker.

Using the information gathered during the application process and interview stage, including scoring of candidates' answers to interview questions, the Recruiting Manager, along with the Senior Manager determine the best candidate for the job.

### **Making the appointment:**

Before making an offer of employment, the Recruiting Manager, with support from HR, must check that overseas candidates have the right to work in the Isle of Man. The Recruiting Manager via the HR Team then makes a Conditional Offer of Employment to the selected candidate using the standard letter templates.

### **Pre-Employment Checks**

As part of our Safeguarding Policy, in addition to standard reference checks, all new employees to The Children's Centre will undergo the following pre-employment checks:-

- DBS Enhanced Checks
- Suitability Checks

Contracts of Employment will be offered upon successful completion of all the pre-employment checks process.