



## Abberton Rural Training (ART)

### Policies & Procedures

Document Ref: ARTRPP Version: 1

#### Title: **Recruitment Policy & Procedure**

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### 1. Purpose

ART recognises that its employees are its most valuable resource in attaining its mission and aims. ART is committed to recruiting and retaining the most competent and able employees, so that they may contribute effectively to the organisational objectives and adapt to the changing needs of the organisation.

The aim of this Policy is to ensure that recruitment is carried out in the best interests of ART and in accordance with the organisation's **Equal Opportunities & Diversity Policy** which sets out ART's commitment to tackle discrimination and promote equality and diversity in all areas of the organisation's work.

### 2. Scope

This Policy and Procedure applies to the recruitment of salaried staff. The organisation's policy and procedure for the recruitment of volunteers is described in its *Volunteer Policy & Procedures*.

The need for the recruitment of salaried staff may arise when a new project requires additional resources or skills, the organisational workload increases to a level unmanageable by existing staff, or a member of staff leaves ART's employment (other than through redundancy). In all cases, the situation must be reviewed to determine whether:

- existing staff could be redirected into the position;
- existing staff could be trained to carry out the duties;
- existing workloads permit flexibility to cover the post;
- an additional member of staff must be recruited.

Any proposal for recruitment must be approved by the Programme Manager, who will discuss the budgetary implications with the Finance & Administration Manager. The Human Resources & Property Committee will be appraised of all (potential) recruitment situations and of all starters and leavers.

### 3. Policy Statement

ART will ensure that the entire recruitment process (from application through to interview and, finally, to selection) will be carried out on a fair and equitable basis

without discrimination of any kind, including, but not necessarily restricted to, all those aspects of potential discrimination set out in the Equality Act 2010.

This includes discrimination on the grounds of race, religion or religious belief, gender, sex or sexual orientation, age, disability, health, marriage or civil partnership, maternity or paternity, or equal pay considerations for work of equal value. ART's commitment to fairness in the recruitment of applicants with an offending background is outlined in the organisation's **Recruitment of Ex-Offenders Policy**.

ART will ensure that advertisements for vacant positions are accessible to all potential applicants.

#### 4. Recruitment Guidelines

Once the Programme Manager has approved the recruitment of a new member of staff, the following process must be followed:

##### 4.1. Advertisement

The post must be advertised internally and as widely as possible to reach all groups of people as can reasonably be expected. Advertisements will ordinarily be placed in a variety of newspapers with a county-wide circulation and on ART's website, as well as being circulated to appropriate organisations.

##### 4.2. Applications

All prospective applicants who respond to the advertisements will be sent the following documents:

- An ART *Application for Employment* form;
- A *Job Description and Person Specification*;
- Relevant literature in support of the mission and aims of ART and the specific service area under consideration;
- An *Equal Opportunities Monitoring Questionnaire*.

A separate envelope will be provided for the prospective applicant to return the *Equal Opportunities Monitoring Questionnaire* to the Finance & Administration Manager.

##### 4.3. Choosing candidates for interview

The interview panel (or a sub-set thereof) shall meet to review all completed *Application for Employment* forms. A table shall be drawn up listing the required categories of skills, abilities, experience, qualifications and characteristics. Each *Application for Employment* form will be reviewed and scored against these categories on a fair and equitable basis without discrimination. The number of interviewees required will be determined and the applicants with the highest scores shall be invited to interview.

The envelope containing the *Equal Opportunities Monitoring Questionnaire* will, at this stage, remain unopened by the Finance & Administration Manager.

#### **4.4. Location and timing of interview**

The interviews will be held in a location that is accessible to all and allows for a quiet and uninterrupted environment to relax the interviewees and interviewers. All candidates invited to interview will be given directions to the location and assistance to find the best mode of transport, if necessary. All candidates will be given instructions on the format of the interview and details of any presentation required. All candidates will be given adequate notice of the interview and the time of interview may be changed to suit their availability.

#### **4.5. Interviewees' special requirements**

Interviewees will be asked on the *Application for Employment* form if they have any special requirements in order that they can attend interview. This will only be undertaken in order to support individual applicants who may or may not be suffering some form of disability and, under no circumstances, will it be regarded as a bar to the interview process.

#### **4.6. Format of interview**

Before the interview, agreement shall be reached by the interview panel on the questions to be asked. These questions must be relevant and appropriate, as well as being fair and equitable to all interviewees. The use of open questions will encourage the interviewee to present themselves. The interviewee must be able to see and hear the interviewers adequately in case there is a hearing disability. Effort must be made to try to relax the interviewee and it is useful to start the interview by introducing the interviewee to ART and its services.

#### **4.7. Consistency**

The same questions will be asked of each interviewee to ensure fairness and the interviewee must be allowed to answer in his/her own time and own words. The use of technical words and jargon should be avoided where possible in the spirit of fairness. At the conclusion of the interview, the panel shall inform the interviewee of the rest of the process and when he/she may expect a decision. Each member of the interview panel will individually complete an interview marking form for each candidate and insert the scores without conferring.

#### **4.8. Equality**

Except in very restricted circumstances or for very restricted purposes, the interviewers will not ask any interviewee about his/her health (including previous sickness absence) nor about any disability that he/she might have. This accords with the organisation's **Equal Opportunities & Diversity Policy** and is aimed at ensuring that all job applicants are looked at properly and fairly to see if they can do the job in question, and not ruled out just because of issues related to or arising from their health or disability.

#### **4.9. Making the decision**

At the conclusion of all the interviews, the interview panel will convene to compare the marking scores. In the event of there not being a clearly successful

candidate, there will be a need to discuss the higher scoring candidates and there must be an acceptable fair method of making the final decision. If necessary, an independent member of staff, or the Programme Manager may be invited to join the discussions to offer a view or arbitrate.

In the event of the need for a second interview, the processes above must be observed again.

The Finance and Administration Manager shall retain the interview forms, which will include any reasons why the candidate was unsuccessful, for a period of six months after the unsuccessful candidates have been informed.

#### **4.10. Conditional offer**

The successful applicant should be informed as soon as possible by making him/her a conditional offer of employment, in writing. This conditional offer will be subject to confirmation after receipt of satisfactory references and any required medical evidence of fitness to undertake the role either with or without adjustments to the workplace. All reasonable adjustments must be made to enable the successful applicant to do the job.

#### **4.11. DBS checks**

ART will require an individual to apply for a *Disclosure & Barring Service* (DBS) check prior to confirming the offer. ART's commitment to fairness in the recruitment of applicants with an offending background is outlined in the organisation's **Recruitment of Ex-Offenders Policy**. ART undertakes not to discriminate unfairly against any subject of a DBS check on the basis of a conviction or other information revealed.

#### **4.12. Formal offer**

Once the successful applicant has accepted the conditional offer, and satisfactory references have been received, along with any required medical evidence of fitness to undertake the role, then a starting date should be agreed. The successful applicant will then be sent a contract of employment, detailing his/her start date, probationary period, salary, annual leave entitlement and relevant conditions, as well as ART's **Staff Handbook** and relevant policies.

#### **4.13. Notifying unsuccessful applicants**

The unsuccessful applicants should be informed at the earliest opportunity and, if requested, verbal feedback should be provided to them. Reference should be made to the scores on their interview marking form, but not to the scores of other candidates.

#### **4.14. Equal Opportunities Monitoring Questionnaire**

At this stage, the Finance & Administration Manager will open the envelopes containing the *Equal Opportunities Monitoring Questionnaire*, and will produce a monitoring report (for submission to the next Management team meeting and the next Human Resources & Property Committee meeting), outlining the representation of protected groups at each stage of the recruitment process.

#### **4.15. Induction**

Before the new employee starts work, his/her Line Manager must ensure that all

furniture, equipment, software, etc. is in place, together with any special requirements necessary for disabilities.

On the starting day, the Line Manager will be responsible for conducting the induction process using the ART *Staff Induction Checklist & Record*. The Finance & Administration Manager will meet the new employee to ensure that the induction process has been observed.

The Line Manager will also prepare an induction plan which will cover the activities and training required during the first few weeks of the new employee's service.

#### **4.16. During the probationary period**

The Line Manager will provide support and supervision throughout the probationary period and the probationer will be kept informed of any problems arising. The Line Manager must ensure that adequate training is given to the probationer to allow him/her to both perform his/her duties and develop his/her skills. If problems persist and no improvements in performance are made, employment may be terminated in accordance with the employee's contract. Any dispute shall be reviewed by the Finance & Administration Manager, and the probationer and Line Manager kept informed. Any termination of contract shall be reported to the Human Resources & Property Committee.

#### **4.17. Ending the probationary period**

Before the end of the probationary period, the Manager shall conduct a performance review with the probationer and the result of the review will be submitted to the Finance & Administration Manager. The probationer shall be informed immediately of the result. If all is satisfactory the probationer shall be confirmed in post.

#### **4.18. Extending the probationary period**

In circumstances where the probationer's progress, for whatever reason, has not been satisfactory ART reserves the right to extend the probationary period after discussing any shortfall with the probationer and setting out in writing what the probationer needs to do to remedy the situation. If all is then satisfactory the probationer shall be confirmed in post.

## **5. Complaints Handling**

Concerns and complaints from unsuccessful applicants in relation to equality and diversity will be addressed in accordance with the organisation's **Complaints Policy & Procedure** which is available on ART's web-site. Concerns and complaints from ART employees will be dealt with in accordance with the organisation's **Grievance Policy & Procedure**.

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