



Dudley Mind Recruitment & Selection Procedure

1) Policy

This policy exists to ensure that Dudley Mind is able to provide the best quality service through the maximum utilisation of existing employee's talents and the external recruitment of the most suitable candidates.

Dudley Mind Recruitment and Selection Policy aims to:

- be fair and consistent;
- be non-discriminatory on the grounds of sex, sexual orientation, marital status, race, religion, age, creed, disability, colour or nationality. This includes equal treatment of existing staff, who apply for vacancies.
- conform to statutory regulations and agreed best practice.

Dudley Mind will ensure that:

- all appointing managers receive training in effective recruitment and selection
- all vacancies are advertised, at least internally within Dudley Mind
- all external vacancies reach as wide a pool of potential applicants as practicable
- there are clear job descriptions and person specifications for every job and that only essential and desirable criteria will be used in the recruitment and selection process
- the policy and procedure is regularly monitored/reviewed to ensure compliance with the Equal Opportunities and Anti-Discrimination Policy and other relevant legislation.

2) Scope

All employees and service users involved in the appointment of employees should be aware of this policy and procedure.

3) Procedure

This guidance is designed to assist managers to recruit and select the best candidate in a fair and consistent manner and in accordance with the Recruitment and Selection policy.

3.1 Approval to Recruit For A Post

There may be three scenarios that trigger the need to request approval to fill a post:

- 1) The current post holder leaves eg. through resignation, retirement or dismissal
- 2) The current post holder changes job within the organisation eg. through promotion; demotion; redeployment
- 3) The creation of a new post

The occurrence of a vacancy is an opportunity to review the requirements for the post such as its function, duties, responsibilities and salary.

Where the duties of the post have changed significantly or a new post has been created the line manager is responsible for creating a new job description and person specification.

When a vacancy arises, consideration must be given to staff whose posts are being made redundant and for whom re-deployment is being sought.

In all cases prior to any recruitment being carried out, the line manager is required to complete a Job Vacancy form (Appendix 1). This form should be completed with details of the role and signed by the line manager with a full justification of the need to fill the post. Consideration should be given surrounding whether an exact replacement is required or if this is an opportunity to revise the requirements. This form should then be forwarded to the Operations Manager who will discuss the post with the HR Officer and agree a final format for the job description and person specification. The Job Vacancy form will be forwarded to the Chief Executive for approval. Approval is not automatic and further information may be requested to help a decision to be made. Account will be made of budget allocation and Care Standards Requirements.

The decision will be communicated to the HR Officer who will inform the line manager. If approval is given the HR Officer will discuss recruitment requirements with the line manager.

3.2 Recruitment

The recruitment method will be discussed by the line manager and HR Officer and the Chief Executive will have the final say in respect to advertising, taking into account the Equal Opportunities and Anti-Discriminatory Practice Policy, potential market and budget constraints.

Normally the following options will be available:

Internal Advert Only: Ring fenced to current employees and volunteers. An Employee is defined as a member of staff who is in receipt of a current contract of employment from Dudley Mind and is paid directly by the Organisation (This therefore excludes agency staff who are contracted by an external employer). By agreeing to advertise internally in the first instance Dudley Mind wishes to recognise the skills base of existing employees and volunteers, looking for a vacant post as a promotion opportunity or to use their skills elsewhere within the

organisation. The advert will be emailed to all employees and posted on notice boards as appropriate.

External advert: Open to both employees and external applicants. The need will arise for the organisation to look to the external labour market in order to develop its current employee skill and knowledge base to ensure the maximum quality of provision to service users. Adverts will be emailed to employees, posted on notice boards, on Dudley Mind website, in local and national press, in job centre plus and other appropriate publications or media. Adverts may also be sent to applicants on file. In certain circumstances adverts may be sent to a recruitment agency.

Prior to advertisement, the job description and person specification will be reviewed/completed by the HR Officer in liaison with the line manager and approved by the Chief Executive. This document will form the basis for the advertisement. The final advertisement will be checked by the HR Officer in respect of information and employment legislation matters and approved by the Operations Manager or Chief Executive. The closing date for advertisements will normally be two weeks from the date the advert is placed, unless special circumstances prevail in which case an amended closing date will be discussed and agreed between the line manager and HR Officer.

The standard format for external adverts includes:- name of organisation, post title; details of terms eg. hours, salary. A brief detail of the post may be given and/or the basic applicant criteria as stated on the person specification. In addition details of method of application, address, telephone number, email and closing date.

Application packs are sent using first class post or via email. Details to be sent include the following:-

Introduction letter
Copy of the advert
Application Form
Equal Opportunities Monitoring Form
Equal Opportunities Statement & Recruitment of Ex-Offenders Policy
Job Description/Person specification
Organisation Literature if applicable

Upon receipt, application forms are date-stamped and logged as having been returned within the relevant vacancy folder. The application forms are numbered against the corresponding equal opportunities monitoring form and then separated. Please refer to equal opportunities and Anti-Discriminatory Practice Policy for details of recruitment equal opportunities monitoring. If an applicant has returned a Receipt Request and a stamped addressed envelope this will be provided. Application forms will then be kept in the vacancy folder until the closing date is reached.

3.3 Selection for Interview

Managers will be notified of the closing date of their post and requested to come and short-list applicants for interview. At least two members of the panel should be involved in the shortlisting process.

Applications will be prepared for shortlisting (ie. the equal opportunities monitoring form will be separated from the application form and only the application form will be given to the shortlisting panel). To ensure that the process is transparent and fair candidates will be assessed strictly against the criteria considered essential or desirable on the person specification and the Equal Opportunities and Anti-Discriminatory Practice Policy must be adhered to at all times. The shortlisting form will be used (Appendix 2).

At the completion of this task the form will be handed to the HR Officer and a schedule for interview will be agreed by completion of an Interview Schedule Request Form. Details to be agreed are: successful applicants, date, time, and venue for interview and any special requirements in respect to the interview process eg. presentations.

All unsuccessful applicants will be notified by letter and if they meet the essential criteria for the role, will be offered the opportunity to remain on file for 3 months and contacted if a suitable opportunity arises in future.

It is essential that the short-listing form remains on file as this will be used by the HR Officer for giving feedback should unsuccessful applicants request this.

3.4 Interview Process

The interview panel will normally consist of the line manager and the HR Officer as a minimum. A service user may also be present on the panel or alternatively there will be an opportunity for candidates to meet service user(s) for an informal interview at the end of the formal interview.

Letters will be sent calling candidates to interview by first class postage. Standard Invite to Interview letter (Appendix 3) will be used as a frame for all invite to interview letters. Candidates will be asked to telephone to confirm their attendance. If the applicant declines an interview then the line manager and HR Officer will be informed immediately.

Prior to the interview a pack will be collated containing the following:

Job Description

Question and scoring sheet

Application forms

Authorisation to appoint form (for Chairperson's pack only) (see Appendix 4).

During the interview process the HR Officer's role is to ensure that the interview is conducted fairly and no discriminatory questions are asked and that the same procedure is followed for all candidates.

Prior to interview stage the panel should have met and agreed the area of questioning for each member and should ensure that the same questions are asked of each candidate. It should be recognised that during the interview process it may be necessary to add a supplementary question to clarify points made by the

applicant. At the end of the interview process, the candidates should be given the right to ask questions of any of the panel members.

3.5 Candidate Assessment Tests

Assessment tests (such as presentations, IT skills, case studies, in-tray exercises) may form part of the interview process where deemed appropriate.

3.6 Service User Involvement

As part of service user empowerment Dudley Mind will endeavour to involve service users in the recruitment process. This may take the form of a service user(s) being on the interview panel or alternatively meeting with each candidate afterwards for an informal interview. All service users will receive relevant training before being part of the recruitment process.

3.7 Selection of Successful Candidates

At the completion of the interview the panel should determine who was the best candidate based upon the scoring sheets, the application form and information presented by the applicant and the interview. Total marks will be compared to ensure panel consistency. All panel members may contribute but the final decision is based on the final scores. NB. No information gained outside of the application form or interview process should be taken into account.

The salary offered is determined through discussion with the Chair and the HR Officer and the following factors should be taken into account:

- Grade of post (minimum and maximum that can be offered)
- Relevant experience
- Professional Qualifications
- Salary of other members of the team
- Current salary of applicant (which can be verified in reference request letter)

It would not be normal procedure to appoint to an increment point above the starting point for the grade however consideration of the above factors may affect a final decision.

At the point of agreeing the successful candidate the panel should agree and determine any special conditions that will apply to the appointment of the new employee. For example that they must successfully obtain a particular qualification within a given timescale.

At this point the Chairperson should complete an Authorisation to Appoint form which should be handed to the HR Officer together with all relevant interview paperwork.

3.8 Notification of Successful Applicant

The usual procedure would be to inform candidates that they will be notified of the Panel's decision within 7 days. The successful candidate should be offered the position subject to the following satisfactory clearances - Enhanced Criminal Records Disclosure, 2 satisfactory references, verification of ID, right to work in the UK and qualifications relevant to their post. Dudley Mind reserves the right to conduct additional checks on any individual's identification, references or driving evidence where it is deemed necessary by the recruiting manager.

Provided the applicant accepts the position then the unsuccessful applicants can then be notified in writing. Internal unsuccessful applicants will be given the opportunity to discuss the reasons for rejection. External unsuccessful candidates will be given feedback on their interview performance if requested.

The completed paperwork Authorisation to Appoint form, Interview Scoring Sheets, and Panel Members interview packs should be returned immediately to the HR Officer marked private and confidential.

All photocopies of application forms will be shredded with the original and the scoring sheet archived on file for 12 months.

3.9 References

A minimum of two references will be sought as soon as the successful applicant accepts the offer of employment using Reference Request Form (Appendix 5). One of the referee's should be the applicant's current/last employer. If the candidate has had no previous employment two personal references should be requested. The referees should not be related to the applicant.

Anyone who has been asked to act as referee for any candidate will not take part in the recruitment process.

Oral references shall not normally be sought or accepted, unless confirmed in writing.

Where appropriate, academic references should be requested (eg. where the job requires specific professional qualifications). Sight of the original certificate showing the qualification should be requested and a copy placed on the applicant's personnel file.

If references are not returned then a re-request should be made. If the reference is still not received the applicant should be asked to supply an alternative referee.

Dudley Mind will allow its employees access to references held about them unless the referee specifically requests that they do not wish the reference to be seen by the person concerned.

Internal applicants will not be asked to provide references.

3.10 Giving references for former/current employees

It is Dudley Mind policy to give restricted references for former or current employees who have moved on/wish to move on to a new employer (Appendix 6). Any external requests for references must be referred to the HR Officer who will respond on behalf of Dudley Mind. No other staff member is permitted to provide a reference on behalf of Dudley Mind.

References should be fair, accurate and capable of substantiation. They should be written on the basis that Dudley Mind would have no problem with the individual reading its content.

The contents of the reference will include:

- Dates of engagement/date of leaving
- Job title at the time of leaving the Organisation
- Reason for leaving
- Parental Leave taken during last 12 months

Occasionally line managers may be asked to complete a personal reference for a former employee. A personal reference will typically include more details about the former employee's capabilities. Line managers may provide a personal reference, but must make it clear that the reference is given on their own behalf and not on behalf of Dudley Mind. Personal references should therefore be on plain paper and not on Dudley Mind headed notepaper.

References should always be treated as confidential. Dudley Mind may however, be required to disclose a reference to a statutory agency or court. In such cases, legal advice should be taken.

3.11 Right to work in the UK

The Asylum and Immigration Act 1996 states that it is an offence to employ a person who is not legally entitled to work in the UK. However there is a defence where the employer has made prudent enquiries of the individual pre-employment to satisfy themselves that the applicant is eligible to work in the UK and has kept copies of the documentation provided by the individual which is evidence of this. Therefore it is Dudley Mind's policy to obtain from each employee upon appointment, documentation that demonstrates their right to work in the UK. The offer of employment will be subject to receipt of satisfactory evidence to prove eligibility to work in the UK. The documentation will be checked and photocopied and then kept on the employee's personnel file. Appendix 7 shows acceptable documentation.

3.12 Criminal Records Disclosure

An Enhanced criminal records disclosure check will be requested for all staff. A disclosure is a document containing information held by the police and government departments. It will outline a person's 'spent' and 'unspent' convictions as defined in the Rehabilitation of Offenders Act 1974. For further details please refer to Dudley Mind Disclosure Check Policy and Procedure and Recruitment of Ex-offenders Policy.

3.13 Equal Opportunities Monitoring

It is proposed that all applicants, shortlisted candidates and successful appointees for all positions will be monitored to measure how reflective of the local community applicants are. Forms will be kept on file for information and monitoring purposes.

A separate procedure for monitoring will apply (please refer to Equal Opportunities and Anti-Discriminatory Practice Policy).

The HR Officer is responsible for ensuring that the Equal Opportunities and Anti-Discriminatory Practice Policy is adhered to at all stages of the recruitment process.

3.14 Confidentiality

The whole recruitment and selection process is confidential and staff should be mindful of this when handling sensitive and personal information.

4) Related Documents

- Equal Opportunities and Anti-Discriminatory Practice Policy
- Recruitment of Ex-Offenders Policy
- Employment of Colleagues with a Disability Policy
- Disclosure Check Policy
- Employment Legislation including Sex Discrimination Act 1975; Race Relations Act 1976 and Race Relations Amendment Act 2000, Disability Discrimination Act 1995; Rehabilitation of Offenders Act 1974; Employment Equality (Age) Regulations 2006; Equality Act 2006.

5) Changes

Dudley Mind reserves the right to change the provision of the Recruitment and Selection Policy and Procedure by amendment, addition or deletion or substitution of new procedures from time to time at its discretion. Employees will be consulted and notified of any changes by appropriate means.

Appendix 1 - Dudley Mind - Job Vacancy Form

Is this an established post? YES/NO
Title of Post:
Date when post becomes vacant:
Who will this be replacing:
Is the post permanent / temporary / fixed-term / contractor (Give details e.g. length of fixed-term contract)
Salary range:
Full-time / part-time (give number of hours)
Comments:
Signed (Appointing Manager): Date
Authorised By (Chief Executive): I confirm availability of funding

Appendix 2 - Dudley Mind Shortlisting Form

Job Title:

Date:

Name of shortlisters:

Candidate Name.....

Criteria	Demonstrated in application form (please tick)
1)	
2)	
3)	
4)	
5)	
6)	
7)	
8)	
9)	
10)	
11)	
12)	
13)	
14)	
15)	
16)	
17)	
TOTAL	

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Appendix 3 – Standard Invite to Interview Letter

<Date>

< Name>

<Address>

Dear <Name>

Further to your application for the post of <job title>, I have pleasure in advising that you have been shortlisted for interview, to be held at <venue> on <date> at **<Time>**

<details of structure of interview eg. presentation or written test etc>

If there are any adaptations we can make in order for you to attend interview please let us know beforehand.

Could you please confirm your attendance to the above interview by calling me on the above number?

We look forward to seeing you on <date>.

Yours sincerely

Michelle Blazey
HR Officer
Dudley Mind

Appendix 4 - Dudley Mind Authorisation to Appoint form

Name of candidate	Job Title	Salary
I authorise the appointment of the above candidate		
Name		
Signature		
Date		

Appendix 5 - Reference Request Letter

PRIVATE & CONFIDENTIAL

<Name>
<Address>

<Date>

Dear <Name>

Re: <Name of Candidate>

We have offered <name> the post of <job title> and have been given your name as a referee.

I would be grateful if you could let me have your opinion as to <name's> suitability for this post by completing the enclosed questionnaire. Also enclosed is a job description, including a person specification and I would be grateful if you could comment on how you feel the candidate meets the essential and desirable criteria in the specification.

Dudley Mind will allow its employees access to all information held about them on both computerised and non-computerised files. This will include the reference you are being asked to write unless you specifically request that you do not wish the reference to be seen by the person concerned.

An urgent response would be appreciated. Thank you for your co-operation.

Yours sincerely

Michelle Blazey
HR Officer
Dudley Mind



PRIVATE AND CONFIDENTIAL
Dudley Mind – The Mental Health
Charity

Applicant Name: _____

Post Applied For: _____

1. Please describe the capacity in which this person is known to you. _____

Start Date: (if applicable) _____ Date of leaving (if applicable) _____

Present/Past Duties: (or attach position description) _____

Salary/Wage & Benefits upon leaving: _____

Reason(s) for leaving this post: _____

2. Please tick appropriate box relating to the following areas of work performance:

	<i>Excellent</i>	<i>Good</i>	<i>Satisfactory</i>	<i>Poor</i>
Reliability – can be relied on regarding task completion and follow up.				
Interpersonal Skills – can demonstrate an ability to cooperate, work and communicate with colleagues, supervisors, clients, customers and other work contacts.				
Availability – is punctual, observes prescribed work, break and meal periods.				
Honesty/Integrity – sound moral character and can be trusted to perform work without a need for close monitoring and supervision.				
Flexibility/Adaptability – demonstrates flexibility in scheduling and adapts well to ongoing change.				
Time management – can plan and organize work activity to complete scheduled assignments on time.				
Judgement – can demonstrate proper judgement and decision-making skills				

when necessary.				
Overall Standard of work				

3. Was disciplinary action every taken against the above named applicant?

YES NO

If yes, please give details of the date, offence and action taken on the back of this page.

4. Sickness Absence – Please state how many occasions the above named applicant was absent from work due to personal sickness during the past **12 months**: _____

Please state how many days, in total, the above named applicant was off work due to personal sickness during the past **12 months**: _____

5. Other Absence – Please state the number of days the above named applicant was away from work for reasons other than personal illness in the past **12 months**: _____

Please state the reasons given for this absence from work _____

6. Parental Leave – Please state the number of weeks parental leave the above named applicant took during the past 12 months: _____

7. Re-employment - would you re-employ this individual, if opportunity arose?

YES NO

If no, please share the details of this decision.

8 General Comments: : (Please feel free to use other pages as you feel necessary)

Thank you for completing this form. Your input is greatly appreciated.

Signature: _____

Date: _____

Print Name: _____

Phone: _____

Position: _____

Appendix 6 – Dudley Mind Standard Reference

Dear

Re: Reference Request for <Name>

I can confirm the following regarding the above named person:

Start Date:

Leave Date:

Job Title:

Reason for leaving: Choose from the following:

- Resigned
- Redundant
- Left without giving a reason
- Dismissed (with reason)
- Other (details)

Parental Leave taken during last 12 months:

Please be advised that this reference is given in good faith and in confidence and is the only reference we are willing to provide. Neither the company nor its employees accept liability for any errors or omissions or for any loss which results from reliance on this reference.

Yours Sincerely

Michelle Blazey
HR Officer
Dudley Mind

Appendix 7 – Documentation to prove right to work in the United Kingdom

Documents which provide the evidence for eligibility to work in the UK if produced alone:

List 1

- 1) A passport showing that the holder is a British citizen, or has a right of abode in the United Kingdom
- 2) A document showing that the holder is a national of a European Economic Area country or Switzerland. This must be a national passport or national identity card.
- 3) A residence permit issued by the United Kingdom to a national from a European Economic Area country or Switzerland.
- 4) A passport or other document issued by the Home Office which has an endorsement stating that the holder has a current right of residence in the United Kingdom as the family member of a national from a European Economic Area country or Switzerland.
- 5) A passport or other travel document endorsed to show that the holder can stay indefinitely in the United Kingdom, or has no time limit to their stay.
- 6) A passport or other travel document endorsed to show that the holder can stay in the United Kingdom; and that this endorsement allows the holder to do the type of work offered if they do not have a work permit
- 7) An application registration card issued by the Home Office to an asylum seeker stating that the holder is permitted to take employment

Once one of these documents have been checked there is no need to ask for any further documents contained in List 2

List 2

Documents which provide the evidence if produced in combination

There will not be a defence if one document from the first combination is produced and one from the second combination.

FIRST COMBINATION

- A) A document giving the person's permanent National Insurance Number and name. This could be a P45; P60, National Insurance card, a letter from a government agency.

Along with checking and copying a document giving a person's National Insurance Number, only one of the following documents listed in sections B-H must be checked and copied:

- B) a full birth certificate issued in the United Kingdom, which includes the names of the holder's parents; OR
- C) a birth certificate issued in the Channel Islands, the Isle of Man or Ireland; OR
- D) a certificate of registration or naturalisation stating that the holder is a British citizen; OR

- E) a letter issued by the Home Office which indicates that the person named in it can stay indefinitely in the United Kingdom, or has no time limit on their stay; OR
- F) an Immigration Status Document issued by the Home Office with an endorsement indicating that the person named in it can stay indefinitely in the United Kingdom, or has not time limit on their stay; OR
- G) a letter issued by the Home Office which indicates that the person named in it can stay in the United Kingdom; and this allows them to do the type of work offered; OR
- H) an Immigration Status Document issued by the Home Office with an endorsement indicating that the person named in it can stay in the United Kingdom; and this allows them to do the type of work offered.

SECOND COMBINATION

- A) A work permit or other approval to take employment that has been issued by Work Permit's UK.

As well as a document issued by Work Permits UK, one of the following documents should also be seen and checked:

- B) a passport or other travel document endorsed to show that the holder is able to stay in the United Kingdom and can take the work permit employment in question; OR
- C) a letter issued by the Home Office confirming that the person named in it is able to stay in the United Kingdom and can take the work permit employment in question.