

POLICY

Title: Recruitment and Selection

Policy Holder: Hilary Bright

Approval Board: College Leadership Team

Version No: v2.5

Last reviewed: Aug 2024

Review period¹: 2 Years

Summary: The CCN Recruitment and Selection policy and procedure aims to:

- Outline the procedure for CCN recruitment.
- Make clear the roles of recruiting managers and HR Services in the recruitment process.
- Ensure that the recruitment and selection process provides a positive experience for applicants

Accessibility: If you would like this information in an alternative format, e.g. Easy to Read, large print, Braille or audio tape, or if you would like the procedure explained to you in your language, please contact the College's marketing team on 01603 773 169.

Further information: If you have any queries about this policy or procedure, please contact the named policy holder or the College's marketing team on 01603 773 169.



Legislation or Regulation:	<ul style="list-style-type: none"> • Keeping Children safe in Education (2018) • Equality Act 2010 • Disability Confident • Right to Work in the UK – Immigration, Asylum and Nationality Act (2006) • The Children Act (1989 and 2004) and Safeguarding Vulnerable Groups Act (2006) • Rehabilitation of Offenders Act (1974) • General Data Protection Regulation / Data Protection Act 2018 • Modern Slavery Act 2015
-----------------------------------	--

Version Control Document			
Date	Version No.	Reason for Change	Author
Nov 2015	v 0.1	Policy creation	R.Luckett
Mar 2016	v 0.6	Review	H.Bright
Oct 2016	v 0.7	Review	H.Bright
Nov 2016	v 0.8/9	Amendments	H.Bright
Nov 2016	v 1.0	Final	
May 2018	v 1.1	Update in light of GDPR	P.Beacock
Nov 2018	v 2.0	Review	H.Ray / H.Bright
Jan 2019	v 2.0	Review	H.Ray / H.Bright
Aug 2019	v 2.1	Removal of UTCN references	P.Beacock
Aug 2019	v 2.2	Review/Update in light of GDPR	H.Bright
Mar 2021	v 2.3	Removal of TEN Group references	P.Beacock
Jan 2022	v 2.4	Removal of NES references	P.Beacock
Aug 2024	v 2.5	Review	H Bright

¹ The Review Period refers to our internal policy review process. The published policy is current and is the most recent approved version.

Contents

- 1. Policy Statement 4
- 2. Policy Aims & Objectives 4
- 3. Definitions 4
- 4. Scope 5
- 5. Legal Requirements and Industry Standards 5
- 6. Procedure 7
- 7. Organisational Responsibilities 13
- 9. References to related policies 14
- 10. Contact 14
- 11. Equal Opportunities Statement 14
- Appendix 1 – Advice on defining the job role. 15
- Appendix 2 – Advice on Selection 18

1. Policy Statement

City College Norwich (CCN) aims to deliver excellence in education in Norfolk. Therefore, the recruitment and selection of staff is fundamental to ensuring CCN has the right mix of appropriately qualified, experienced and skilled staff in order to ensure student success.

The recruitment process is often the first experience a new applicant will have with CCN. CCN aim to make this a positive and welcoming experience reflecting its ambition to be a local employer of choice.

The CCN recruitment process involves close working between recruiting managers and HR Services. The appointment of all employees will be made on merit and in accordance with the provisions of Employment Law, Keeping Children Safe in Education, the organisation's Equality Policy and current Data Protection legislation.

The governing boards will ensure that candidates are treated solely on the basis of their abilities and potential, regardless of age, disability, gender reassignment, marital status, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other inappropriate distinction.

CCN complies with the requirements of Keeping Children Safe in Education Part 3 with regards to DBS and other pre-employment checks.

2. Policy Aims & Objectives

The CCN Recruitment and Selection policy and procedure aims to:

- Outline the procedure for CCN recruitment.
- Make clear the roles of recruiting managers and HR Services in the recruitment process.
- Ensure that the recruitment and selection process provides a positive experience for applicants.

3. Definitions

3.1 Recruitment

The purpose of recruitment is to attract applicants with the competencies, qualifications, training, experience, knowledge and abilities to make a positive contribution to the values and aims of CCN.

The recruitment process involves defining the job role via the job description and person specification, submitting the approval to recruit and advertising to attract applicants.

3.2 Selection

Selection is the process to determine which applicants are most suitable for the post. The scale of the selection processes used will vary depending on the job role but there are consistent elements for all posts:

- **Shortlisting** - scoring the applicants against the criteria in the person specification to determine who progresses to the next stage of the process.
- **Testing** - aptitude tests specific to the job role to show if the applicant meets the person specification and can effectively undertake key elements of the job role for example,

micro teach, psychometric tests, in tray exercises, written tasks, data analysis, IT skills, team working.

- **Interview** - a formal interview structured to explore the applicant's skills, knowledge and abilities further and assess these against the person specification

4. Scope

This Policy applies to anyone applying for employment at City College Norwich (CCN) and any CCN employee involved in the recruitment of staff within the organisation.

5. Legal Requirements and Industry Standards

Through the implementation of the recruitment and selection procedure CCN has a legal responsibility to ensure that they do not:

- discriminate against anyone with a protected characteristic
- employ anyone who does not have the right to work in the UK
- employ anyone who is not suitable to work with children or vulnerable adults
- allow anyone to commence employment who has not undertaken and successfully completed the required pre-employment checks

5.1 Keeping Children Safe in Education (2018)

Keeping Children Safe in Education (2018) contains information on what schools and colleges should do and sets out the legal duties with which schools and colleges must comply in order to keep children safe.

5.2 Equality Act (2010)

The Equality Act 2010 states that employers must not discriminate against or treat a job applicant worse than another job applicant because of a protected characteristic.

The protective characteristics are; age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act gives employment tribunals the power to impose unlimited fines on employers if proven guilty of discrimination or if they fail to have adequate procedures in place to prevent discrimination.

5.3 Right to Work in the UK - Immigration, Asylum and Nationality Act (2006)

It is the responsibility of CCN to check that all prospective workers have the right to work in the UK before their employment commences. HR Services implement this responsibility by checking the status of all prospective workers before any offer of employment is confirmed.

5.4 The Children Act (1989 and 2004) and Safeguarding Vulnerable Groups Act (2006)

CCN are committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. Safeguarding is of paramount importance to CCN and all staff are subject to pre-employment checks to ensure they are eligible to work with children and vulnerable adults.

5.5 Rehabilitation of Offenders Act (1974)

All posts within CCN are exempt from the Rehabilitation of Offenders Act 1974 and therefore it is lawful to ask questions at interview about spent convictions and to reject a person for employment on the grounds of a spent conviction.

Job applicants applying for a role in an exempt job category are obliged to disclose all convictions, whether or not they are spent. Job applicants are informed at the application stage of this requirement and the fact that disclosure may not necessarily be a bar to employment at CCN. Any criminal record disclosures are checked and approved by the CCN Principal or Deputy CEO before an applicant can progress through the selection process.

The amendments to the Exceptions Order 1975 (2013) provide that certain spent convictions and cautions are 'protected' and are not subject to disclosure to employers and cannot be taken into account. Guidance and criteria on the filtering of these cautions and convictions can be found on the Disclosure and Barring Service Website.

5.6 Disability Confident Scheme (previously the 'Two Ticks' Scheme)

Currently City College Norwich (CCN) have formally been recognised as members of the Disability Confident Scheme. HR Services asks candidates progressing to the selection stage if there are any adjustments needed to undertake to enable attendance and/or participation in the selection process and commit to guaranteeing an interview for staff with a declared disability who meet the shortlisting requirements for the role.

If the appointed candidate has been in receipt of/or has a need of Access to Work support for equipment at work, the details of support should be given to HR Services. HR Services will review requirements and provide relevant support, as outlined in the Access to Work policy.

5.7 General Data Protection Regulation (GDPR) / Data Protection Act 2018 (DPA 2018)

The GDPR/DPA 2018 gives individuals the right of access to personal data held about them and to be told why it is being held. The collection of personal data during recruitment and the records created throughout the selection process, including the interview records, represent the processing of data which falls within the scope of the GDPR/DPA 2018. All documentation created during the recruitment and selection process may be provided to an individual under a subject access request (Right to Access) made to the recruiting organisation.

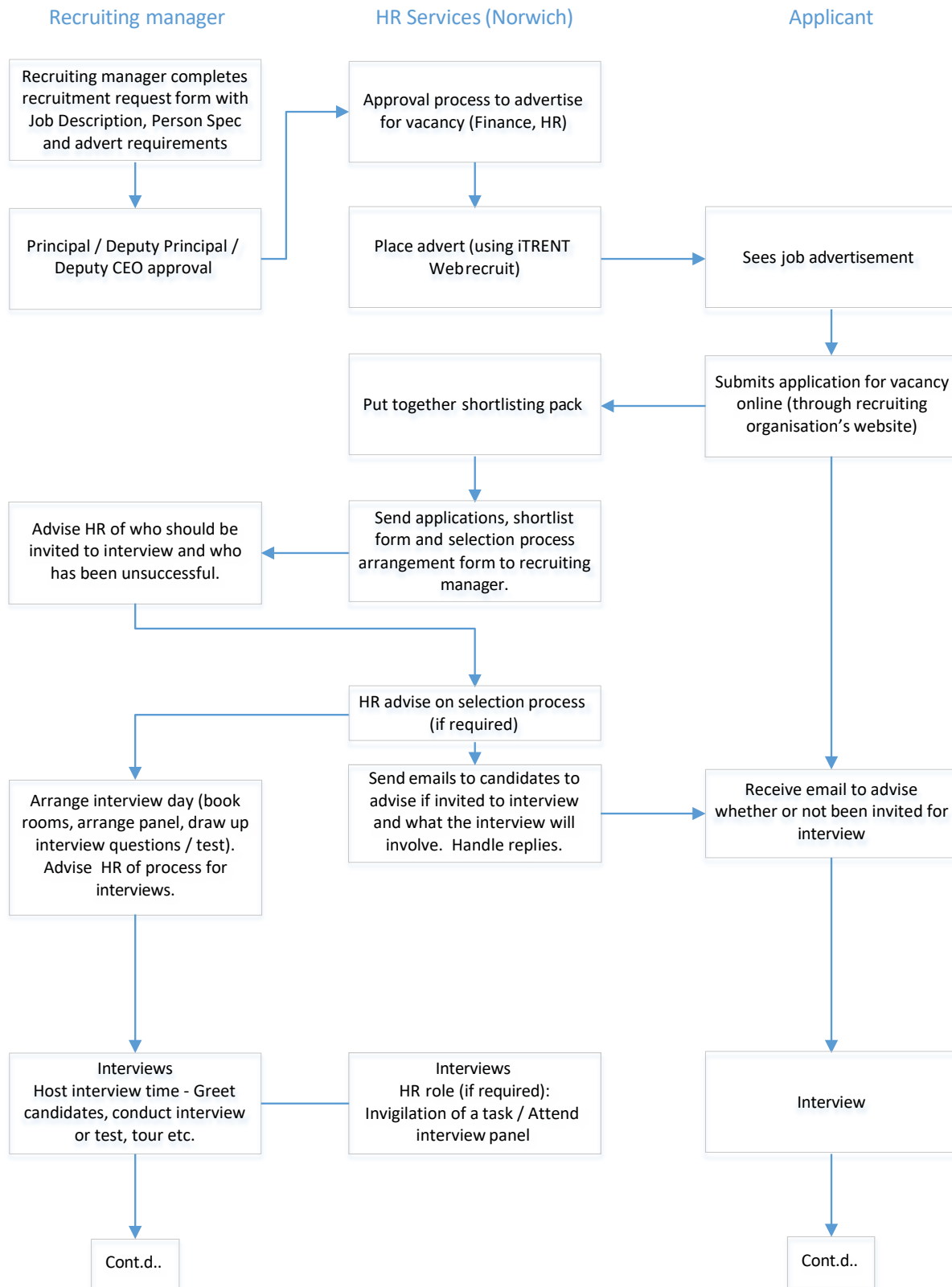
The GDPR is retained in domestic law now the Brexit transition period has ended, but the UK has the independence to keep the framework under review. The 'UK GDPR' sits alongside an amended version of the DPA 2018.

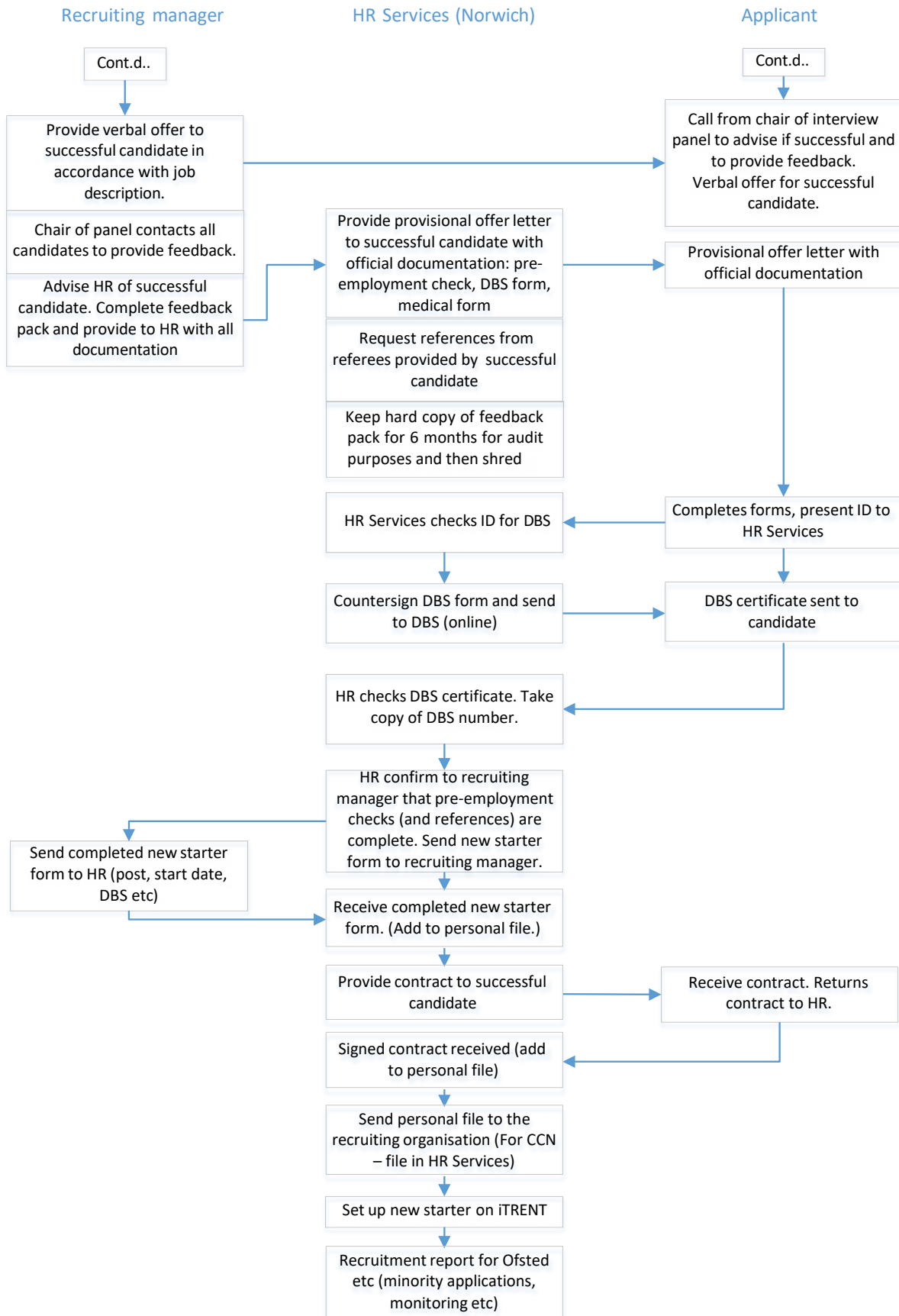
For the purpose of this document, references to GDPR relate to the 'UK GDPR'.

5.8. Modern Slavery Act 2015

The Modern Slavery Act (2015) provides statutory guidance for organisations on how to ensure that slavery and human trafficking is not taking place in their business or supply chains.

6. Procedure





6.1 Specifying the recruitment requirements

The recruiting manager should complete a recruitment request form, job description, person specification and advertisement requirement and provide it to HR Services. These documents are available from HR Services. Please see Appendix 1 for advice on defining the job role or speak to HR Services.

The characteristics, experience and/or qualifications for the role should be clearly identified on the person specification to assist applicants when applying for the role and to ensure the shortlisting process is robust and consistent.

6.2 Approval process for advertising a vacancy

Before a vacancy can be advertised it must be approved by:

- the Principal or Deputy CEO of the recruiting organisation.
- Director of Finance to ensure that there is sufficient budget to recruit for the required role.
- Director of HR Services to review overall workforce requirements.

6.3 Advertising the vacancy

All vacant posts will be advertised externally as well as internally to ensure equality of opportunity and encourage as wide a field of candidates as possible. However, in cases of restructuring, refer to the Management of Change Policy.

CCN use an online recruitment system (Webrecruit, part of the iTRENT HR System).

Job advertisements will go live within 48 hours of receipt of fully completed and authorised recruitment request details (see 6.1 and 6.2.). Advertisements will be placed for a reasonable period of time to allow for the best possible pool of applicants.

All vacancies are simultaneously advertised internally and externally and as a minimum are advertised online on the following websites:

- The CCN website which can be posted to multiple organisations where applicable.
- EDP24 online job board
- AoC job board including Universal Job Match and other job boards (Adzuna, JobisJob, Jobrapido, JobG8, Jooble, Trovit)
- Vercida (Diversity Jobs)
- Norfolk County Council Childcare Jobs (Free advertising for Nursery posts)
- Recruit an Apprentice – Government website for apprenticeships only
- Access to CV Library - CV searches are available for all posts

All posts will be automatically advertised at any upcoming recruitment events at the time of advertising.

In addition other publications/specialised job boards/networks/agencies may be considered subject to costing and approval e.g.

- TES online packages
- EDP/Archant additional supplements and also online nationwide advertising
- CV Library additional online advertising for hard to fill posts
- AoC Hard to fill Package and Social Media Targeting are available in addition
- Additional Recruitment Events can also be organised for specialised areas if needed

Applicants will be required to submit applications online and initial shortlisting is done via the recruiting manager against the person specification.

6.4 Shortlisting

Shortlisting is used to:

- determine which applicants meet the criteria outlined in the person specification
- identify which applicants are to be invited to attend the next stage of the selection process

Shortlisting should be made against the points marked as assessed at application stage ('A') on the person specification. The number of these points should not exceed ten.

The recruiting manager should shortlist applicants for the vacant role(s) using the following scoring system:

- Score 2 where an applicant provides clear evidence that they meet the criterion
- Score 1 where an applicant provides evidence that they partially meet the criterion
- Score 0 where an applicant does not provide any evidence that they meet the criterion

For all roles there is a maximum score available, this is determined by the number of criteria outlined on the person specification (i.e. 10 criteria = maximum score 20 (10 x 2)).

The higher the score for the criteria, the nearer the candidate is to meeting the full criteria for the role. The lower the score, the further away the candidate is from meeting the criteria. High scores result in the candidate(s) being shortlisted for the next stage of the selection process. The shortlisting managers may wish to set a minimum level of score that would be considered acceptable for that role and if candidates do not exceed this level they will not be shortlisted for the post.

The recruiting manager should advise HR Services of the candidates to invite to interview. Candidates should be given at least 5 working days' notice of an interview date (unless the interview date is specified in the job advertisement).

HR Services will contact the applicants to advise them if they have been invited to interview or not and to provide the details of the interview and any selection tasks.

6.5 Interviewing and selection

A formal interview is the main selection method used to assess a shortlisted job applicant's suitability for the post. The purpose of an interview is to:

- enable the interview panel and candidates to meet.
- assess and compare the shortlisted candidates by asking questions relevant to the role that will enable the panel to determine who is the strongest applicant for the post.
- provide the candidates with an opportunity to visit the recruiting organisation and meet the people they could potentially work with.
- give the candidates an opportunity to ask questions and learn more about the role and the recruiting organisation so they can make an informed decision if they are offered the post.

An interview panel should consist of a minimum of two people and all panel members on an interview panel must have undertaken recruitment and selection training and safer recruitment updates before taking part in an interview panel. Managers should also be

mindful of the gender make-up of the interview panel in order to avoid any perception of bias, e.g. an all-male panel interviewing female candidates or vice versa.

Please see Appendix 2 for advice on conducting interviews or speak to HR Services.

6.6 Advising candidates of selection outcomes

All candidates must be informed verbally by the Chair of the Panel of the outcome of the selection process within 48 hours of the interview. This includes providing feedback on their performance and if applicable, the reason(s) why they were not successful.

The successful candidate is usually contacted first and verbally offered the post. Ideally at the time of the offer the successful candidate will confirm whether or not they accept the post and then the unsuccessful candidates are contacted. No specific offer of salary should be made at this stage by the notifying manager.

HR Services will send the provisional offer of employment to the successful candidate(s).

6.7 Requesting references

For CCN recruitment, HR Services will request references from the successful candidate(s) following the interview.

All references should be sent to HR Services. A contract cannot be issued without receiving two satisfactory references.

6.8 Pre employment and DBS checks

All offers of employment at CCN are provisional and subject to:

- completion of a Child Protection Declaration Form.
- a satisfactory Department for Education Barred List check.
- completion of a Disclosure Barring Service Form and receipt of a satisfactory Enhanced Disclosure (see also the DBS policy).
- a certificate of 'good conduct' if the candidate is from overseas.
- a satisfactory Disqualification by Association declaration for Junior Schools and Nursery
- a satisfactory Prohibited from Teaching check (for qualified teachers)
- documentary proof of eligibility to work in the UK which satisfies the requirements of the UK Border Agency.
- a satisfactory check of any European Economic Area (EEA) sanctions of qualified teachers
- the receipt of two satisfactory references; one must be from the present or most recent employer.
- medical clearance (a pre-employment medical examination may be required).
- documentary proof of the qualifications stated on the application form.

The purpose of these checks is to ensure all staff employed by CCN are suitable for the role they are being appointed to and that they are suitable to work in an environment where they will have access to children and vulnerable adults.

At no point must anyone commence employment unless the above have been completed and HR Services have confirmed the individual is ready to start work.

All new staff will be provided with an induction. This will cover all relevant matters relating to CCN policy, including safeguarding.

6.9 Confirmation of new starter details

HR Services will confirm to the recruiting manager that all pre-employment checks (and references) are complete.

The recruiting manager should complete a new starter form (available from HR Services) with details of, for example, post, start date, DBS number, and provide it to HR Services. This will enable HR Services to set up the processes and systems that will be required by the successful candidate when they join CCN, for example, setting them up in iTRENT and providing an IT log in.

6.10 Contracts

When the conditions detailed in 6.8 are satisfactorily completed, written confirmation of the offer and the contract of employment will be sent to the successful candidate(s) by HR Services and a start date will be agreed

6.11 Record keeping

Under the GDPR/DPA 2018 (See section 5.7), the recruitment and selection process involves the collection of personal data, therefore applicants will normally be entitled to have access to interview notes about them.

The selection panel must ensure all records are clear, accurate and reflect the responses provided by the candidate(s) during the process. The records should fully record the outcome for each candidate including the reason(s) if they are not successful.

Recruitment and selection records are retained by HR Services for the following periods:

- Paperbased and electronic records for six months

6.12 Recruitment reporting

To ensure that CCN continue to operate fair recruitment processes and to promote jobs to a diverse group of candidates, HR Services will report annually to the CCN board in annual HR reports.

6.13 Responding to requests for references

It is the policy of City College Norwich that employment references for current or former employees may only be provided by HR Services. Any requests for an employment reference should be passed to HR Services for action. Personal or character references may be provided by a manager or colleague as long as these are not provided on CCN headed paper and are clear that they do not relate to employment with CCN. All responses to reference requests must be in writing and no requests for verbal references or additional information provided verbally should be actioned (unless they relate to the candidate's suitability to work with children and vulnerable adults).

References provided will be only factual in nature and will follow a standard format:

- the dates of the employee's employment with the organisation
- the employee's job title
- a short description of the employee's key job duties

- the employee's suitability to work with children and vulnerable adults (if this is required in the reference request)
- where the employee has left the organisation, the reason for termination of employment
- the amount of parental leave taken

The reference must not contain personal opinions about the individual's performance or conduct.

Before providing a reference, HR Services should ensure that the individual to whom the reference request relates has given their written consent for a reference to be provided. If the reference request relates to a current employee, HR Services will e-mail the member of staff to gain their consent. On leaving the organisation, employees will be asked to sign a form that provides consent for future reference requests to be actioned.

A copy of the reference will be retained on the employee's personal file until the personal file is destroyed (7 years from the date of termination).

7. Organisational Responsibilities

Recruiting Manager

- Complete recruitment request form with job description, person specification and advertisement requirements
- Obtain Principal approval to recruit for the vacancy
- Shortlisting of applicants
- Advise HR Services who should be invited to interview
- Arrange interview day (e.g. rooms, panel, questions, testing)
- Host interview
- Advise HR Services of successful candidate
- Provide verbal offer and feedback to candidates
- Return interview packs to HR Services immediately after interview
- Send new starter form to HR Services

Finance

- Provide approval or feedback on requests to advertise a vacancy within 48 hours

HR Services

- Approval process to advertise vacancy (Finance, HR)
- Place advertisement (using iTRENT Webrecruit) - Within 48 hours of receiving completed recruitment request documentation (if vacancy is fully authorised)
- Advice on selection process including shortlisting (if required)
- Advise candidates who have been invited to interview of details for interview and assessment - Invite to interviews sent within 48 hours of receipt of shortlisting
- Attend interview (where required)
- Provide provisional offer letter and official documentation (including DBS) to successful candidate - within 48 hours of receiving selection decision
- Check ID for DBS form
- Countersign DBS form and send to DBS (once ID has been confirmed)
- Confirm to recruiting manager that pre-employment checks are complete
- Provide contract to successful candidate - within 48 hours of receiving complete

- new-starter form and confirmation of pre-employment checks and start date
- Hold personal file
- Set up new starter on iTRENT
- Recruitment reports to Ofsted

8. Recruitment agencies

Recruiting through an agency should be seen as a last resort, due to the costs involved. Permission to place a post with an agency should be sought from the CCN Principal or Deputy CEO before any discussions with an agency can take place. CCN use a small number of recruitment agencies that they have vetted to ensure that they meet the standards required, e.g. reference checking, adhering to the Modern Slavery Act 2015. All recruitment through an agency must be co-ordinated through HR Services in the same way as a vacancy that is advertised by CCN.

9. References to related policies

- DBS policy
- Access to Work policy
- Probation policy
- Appraisal policy
- Management of Change policy

10. Contact

HR services staff are available to provide advice to managers or staff on any aspect of this policy and procedure.

11. Equal Opportunities Statement

This policy and procedure has been assessed against the nine protected characteristics outlined in the Equality Act 2010. The recruitment and selection process may have more impact on some candidates with a disability. Recruitment documents can be provided in alternative formats (such as large print), if required. All candidates are asked if they have any particular accessibility requirements, when interviews are offered.

If you have any comments or suggestions in relation to equal opportunities of this policy or procedure please contact the policy holder.

Appendix 1 – Advice on defining the job role.

Job Descriptions

Job descriptions are used to:

- identify what the post is and by whom it is line managed
- outline the main duties and responsibilities of the post
- communicate what the postholder's role is and how it contributes to our strategic objectives
- outline how the post fits into the structure of the recruiting organisation and team
- compile the job advertisement and provide potential applicants with information about the post
- communicate the recruiting organisation's expectations of the postholder
- form the basis of the contract of employment
- assess the grading of posts
- determine the postholder's annual objectives as part of the appraisal process
- assess performance through Probation, Appraisal and Managing Performance

Compiling Job Descriptions

Do:

- ✓ use the standard template applicable to the type of role (teachers, services staff, leaders or where applicable the generic job description for the role - guidance available from HR Services)
- ✓ review the content of any existing job descriptions to ensure they reflect the current duties and responsibilities of the post
- ✓ refer to the job descriptions of similar posts to ensure consistency
- ✓ be specific and make the contents clear and concise ensuring it is a fair representation of the post
- ✓ summarise the key tasks and responsibilities using a maximum of 12 main tasks and responsibilities
- ✓ use gender-neutral language and descriptive or 'doing' words to describe what the postholder does
- ✓ focus on what is done and not how it is done
- ✓ use a job title that clearly defines the function of the post and where applicable its level i.e. manager, officer, assistant
- ✓ state if tasks are undertaken under the supervision of others or if the postholder is responsible for supervising others
- ✓ ensure the job description includes as a general responsibility 'To undertake any similar duties of this level as required.'

Don't:

- ✗ create an exhaustive list of every single task a post-holder may have to undertake, focus on the key or main duties and responsibilities
- ✗ be vague as this could provide an inaccurate picture of the duties and responsibilities and result in an inappropriate appointment being made
- ✗ use jargon or abbreviations as these could unnecessarily exclude candidates
- ✗ use gender specific terminology

Person Specifications

Person Specifications are used to:

- communicate to applicants and provide a clear picture of the qualifications, education, training, experience, skills, knowledge, competencies and personal qualities needed to undertake the role effectively
- communicate any specific demands of the post i.e. evening or weekend work, travel/access to transport, leave embargos
- communicate the selection methods that will be used to determine whether or not the applicant meets the criteria at all stages of the selection process
- compile the job advertisement to enable potential applicants to self select and determine for themselves if they are an appropriate candidate for the role
- provide a framework for shortlisting and help managers to make decisions that are objective, fair and consistent
- filter out applicants who do not meet the requirements for the post
- determine the interview questions

Compiling Person Specifications

Do:

- ✓ use the standard template applicable to the type of role (teachers, services staff, leaders – templates are available from HR Services)
- ✓ review the content of any existing person specifications
- ✓ ensure all the criteria are appropriate, relevant and justifiable for the post and the proper performance of its duties and responsibilities
- ✓ ensure the criteria are comparable to that required for similar or related posts to ensure consistency
- ✓ be realistic, specific, clear and concise
- ✓ ensure all the criteria can be measured and assessed during the selection process
- ✓ specify which selection methods are to be used to determine how applicants meet the criteria for the post
- ✓ specify the qualifications required and state 'or equivalent' to account for changes to qualifications over time
- ✓ be specific about the experience required i.e. experience of programme tutorship; planning, design and delivery; experience of supervising and managing staff; experience of providing administrative support including filing; typing; maintaining electronic and paperbased records; dealing with enquiries etc
- ✓ ensure the criteria comply with the Equality and Diversity policy and do not discriminate whether directly or indirectly against any particular sectors of the community as a result of a protected characteristic
- ✓ be clear on the minimum requirements required to do the job e.g. specific qualifications
- ✓ be clear what are essential and desirable requirements for the role

Don't

- ✗ overstate the criteria required to do the job. Unrealistically high requirements will restrict potential applicants, create recruitment problems, waste resources and potentially delay the recruitment process
- ✗ understate the criteria required to do the job. This could give an unrealistic picture and could lead to an unsuitable appointment being made
- ✗ use 'x' number of years' experience as this can be age discriminatory and experience does not necessarily indicate competence. Specify what you want the applicants to have experience of
- ✗ be vague as this could provide an inaccurate picture of what the organisation needs in the right candidate and could result in an inappropriate appointment being made

- ✘ use jargon or abbreviations as these could unnecessarily exclude candidates
- ✘ use any criteria that may discriminate whether directly or indirectly against particular sectors of the community
- ✘ use subjective statements where the meaning is unclear and could be open to varying interpretation or misunderstanding

Appendix 2 – Advice on Selection.

When shortlisting:

Do

- ✓ ensure time is allocated to enable shortlisting to be completed within two or three days of the post's closing date to enable timely issuing of interview invites and prevent any delays to the recruitment and selection process
- ✓ where possible involve all members of the interview panel in the shortlisting process (ideally the panel should meet to discuss the applications and agree the shortlist)
- ✓ read through each application (no matter how many there are) and using the shortlisting record, score how each application meets the criteria
- ✓ be objective and base the shortlisting decision on the fact that the candidate(s) evidence in their application how they meet the criteria outlined in the person specification (it is not enough for the candidate to say they have done something, they need to evidence how and provide details of the impact)
- ✓ be flexible as it is often necessary for the panel to discuss the scoring of the applications
- ✓ be consistent and ensure all the applicants are treated fairly and equally
- ✓ complete the shortlisting record to ensure a formal record is made of why the applicants were/weren't shortlisted
- ✓ remember applicants can apply to CCN for access to the records of the selection process
- ✓ remember if the list of shortlisted candidates is long then a task/test can be used to determine which are the stronger candidates to process to interview
- ✓ score only on the information provided in the application form (if you have prior knowledge of the candidate) in order to be consistent and fair

Don't

- ✗ shortlist candidates who do not meet the criteria or do not score higher than other non-shortlisted candidates
- ✗ discount applications at first glance, read the application and any supporting information before a decision is made
- ✗ use criteria not outlined in the person specification as a reason to shortlist or not to shortlist
- ✗ discriminate, shortlisting decisions must be based on how well the candidate shows they meet the criteria for the post
- ✗ take too long to undertake the shortlisting, the longer this takes the more likely candidates may find employment elsewhere or lose interest in working for the organisation, this can damage the reputation of CCN with potential applicants. If shortlisting is going to be delayed notify HR Services so the applicants can be kept up to date on progress
- ✗ use prior knowledge of a candidate if the information is not included in the application form

SelectionTasks /Tests

Tasks/test are used to:

- check the skills, knowledge, abilities and experience of the candidates
- provide real examples of the work the postholder will undertake
- assess and compare the performance of the candidates against each other
- assess the candidates' ability to perform the role
- give an insight into how the candidates would approach their work

Do

- ✓ ensure the tasks/tests are relevant to the post and will test specific skills, knowledge, abilities or experience as outlined in the person specification
- ✓ use tasks/tests to encourage competitiveness or co-operation or creativity
- ✓ allow sufficient time for a task to be undertaken (unless the point of the task is to see how far each candidate gets)
- ✓ use a suitable location and provide access to any facilities required to undertake the task (i.e. computer access)
- ✓ ensure the instructions are clear and they are communicated to all candidates in the same way
- ✓ undertake a trial of the task before using it with candidates, ideally the trials should be undertaken by an independent person
- ✓ allow for adjustments for candidates with disabilities
- ✓ be clear what the desired outcomes are, what scoring system is to be used and the answer(s) to the task that has been set
- ✓ ensure the same task/test is used for all candidates to enable fair comparisons to be made
- ✓ ensure the same person or people undertake the assessment of the tasks/tests
- ✓ use tests/tasks as a method of further reducing the number of candidates that are interviewed, this is particularly useful when a large number of candidates have been shortlisted

Don't

- ✗ use a task/test that is not relevant to the post
- ✗ use different tasks/test for different candidates, this could be discriminatory
- ✗ use a task/test that has not been tested as it could be a waste of time if it does not deliver the desired outcome(s) on the day
- ✗ allow tasks/tests for each candidate to be assessed by different people as this could lead to inconsistent results/comparisons

Examples of selection tasks/tests are:

- Presentation
- Micro teach
- Personality profile
- Written tasks i.e. market analysis; standards for good customer service
- Data analysis i.e. retention; achievement and success data
- Report writing
- Team working i.e. goldfish bowl activities; problem solving
- Role play
- Minute taking
- IT skills i.e. use of Excel, Word, Powerpoint
- In-tray exercises

Interviews

A formal interview is the main selection method used to assess shortlisted job applicant's suitability for the post. The purpose of interviews is to:

- enable the interview panel and candidates to meet
- assess and compare the shortlisted candidates by asking questions relevant to the role that will enable the panel to determine who is the strongest applicant for the post
- provide the candidates with an opportunity to visit the recruiting organisation and meet the people they could potentially work with

- give the candidates an opportunity to ask questions and learn more about the role and the recruiting organisation so they can make an informed decision if they are offered the post

When interviewing:

Do

- ✓ allow sufficient preparation time before the interview date to plan the interviews and agree the interview questions
- ✓ ensure the panel discuss beforehand how the interviews are to be conducted/structured and who will fulfil what role i.e. Chair, questioner, note taker
- ✓ make the interview as structured as possible and tell the interview candidates what the interview format will be
- ✓ allow sufficient time for each interview to prevent running behind schedule and keeping the candidates waiting
- ✓ select an interview venue that is quiet and distraction free
- ✓ ensure you divert any telephones and switch off any mobile phones
- ✓ create an interview environment that is relaxed and non-threatening to put the candidates at ease and enable them to do their best
- ✓ introduce the panel members to the candidates (including their names and job titles)
- ✓ provide the candidates with an overview of the post including the main duties and responsibilities and the key terms and conditions of employment
- ✓ remember the candidate is choosing the organisation as much as we are choosing them so a positive and accurate image of the organisation is important to aid their decision if they are offered the post
- ✓ ask open ended questions that cannot be answered with a 'yes' or 'no' only
- ✓ ask questions that require the candidates to demonstrate and provide examples of what they have done and what they have achieved
- ✓ ask probing questions to dig deeper and fully understand the candidates response to the question
- ✓ include a question relevant to the post that is focused on equality and diversity and ask the standard safeguarding question
- ✓ ensure that any gaps on an application form or a CV are explored by the panel and satisfactorily explained by the candidate
- ✓ use the interview scoring guide to score the responses to the questions
- ✓ ensure the candidates are treated equally i.e. provide the same information; ask the same questions; give the same opportunities to respond and ask questions
- ✓ clarify at the interview any information provided on the candidates application form particularly if it is not clear or there are any gaps in their work and/or education history
- ✓ take notes of the responses given by the candidates to provide a point of reference to aid the decision making process
- ✓ complete a presentation assessment form if a presentation has been included as part of the selection process
- ✓ conclude the interviews by confirming when a decision will be made, when/how they will be informed, give the candidates the opportunity to ask any questions they may have, thank the candidate for attending and ensure they are able to find their way out
- ✓ allocate time after the conclusion of the interviews for the panel to discuss the candidates, review the outcome of any selection tasks, agree the scores and determine who the post is to be offered to
- ✓ ensure the Chair of the Panel (or a panel member) contacts all the candidates by telephone to inform them of the decision and provide feedback on their performance
- ✓ ensure all documentation is completed including the front of the interview file to inform HR Services of the outcome of the selection process

- ✓ return the interview files to HR Services in a timely manner to enable the appropriate correspondence to be sent to all candidates including the formal offer of employment

Don't

- ✗ use an interview venue that may be inaccessible for disabled candidates
- ✗ use a room layout that may be uncomfortable, intimidating or create difficulties for disabled candidates e.g. sitting in front of a window hinders lip reading
- ✗ discriminate or ask any interview questions that could be discriminatory (interview questions must be approved by HR Services beforehand)
- ✗ ask any questions that are not relevant to the post
- ✗ ask questions about what they would do in a certain circumstance, instead focus on what they have done
- ✗ stray from the interview process being used regardless of whether or not initial indications show that a candidate may be unsuitable e.g. as a result of the response given to a question
- ✗ be rude or impolite – interviews should be a positive experience for the panel and all the candidates regardless of whether or not they are successful