



## Recruitment Policy and Procedure

### Policy

Path aims to recruit appropriately skilled, motivated members of staff and to do so effectively, fairly and openly.

The intention is to conduct recruitment in ways that contribute to Path's priorities and values, including in terms of equality of opportunity and valuing diversity, transparency, stakeholder involvement and efficiency. Essentially, Path aims to match people with roles in ways that are fair and transparent.

The procedure below therefore aims to ensure that Path recruits in that manner and to those standards.

### Context

As above, the process and aims of recruiting staff members involves consideration of many factors, including fairness and equality, as well as suitability and efficiency. Amongst other areas of legislation that are relevant are:

- The Equality Act, 2010
- The Human Rights Act 1998
- The Work And Families Act 2006
- Employment Equal Treatment Framework Directive 2000 (as amended)
- Mental Health (Discrimination) Act 2013

### Approach

This policy and procedure sets out Path's stance (the policy statement, above) and process (below) for recruitment and should be seen and understood alongside Path's Equality and Diversity policy.

### Availability of posts

When a post is either newly created or vacated by a member of staff leaving the organisation or moving within the organisation, the post is planned and / or reviewed to ensure that it is relevant and needed; and that it fits with Path's contracts and priorities.

The job description and any person specification may be amended. The post will then usually be advertised externally. Advertisements may be primarily on-line but also potentially in the local press, job centre, regional publications and in some cases the national media.

Our aim is to be open, fair and to recruit the person most capable of fulfilling the post; so advertising in selected media is the norm, on-line, via established and proven sites and / or the relevant local newspaper or other forum.

### Temporary posts and re-deployment

In the case of an internal restructure, temporary posts or where there may be a possibility of redundancies, posts may be filled via an internal or 'head-hunting' process. The rationale and criteria for this are:

- Redeployment of existing staff (in line with Redundancy and Redeployment policy)

- Time pressure (a three month process cannot be justified when a vacancy is for two to six months)

When the above apply, it may be that a reduced process is followed, primarily in terms of advertising and length of process. Other elements noted below still apply and suitability and fairness remain paramount and Path has specific processes for this.

### Recruitment process

For any post, there will be a recruitment team, with a designated lead. The Director will usually lead the process but may delegate. Others involved will be identified as being relevant in terms of role and skill. This team will work together to carry out all or part of the process, including short-listing and interviewing.

Having planned / reviewed the post concerned, the Director (or whoever is leading) will usually:

- Identify a relevant team for recruitment
- Plan the timetable
- Oversee and ensure the information and its promotion
- Coordinate the recruitment process

As noted, the standard procedure is for posts to be advertised, with summary information in the advert, full information being available via the Path website. This would normally include:

- job description, explaining the post and key responsibilities and duties
- person specification, detailing the qualities we require, against which candidates must apply
- covering information, noting process, timescales and pay
- possibly, additional information about the role / service, where it is not already on the website
- application form
- Equality and Diversity policy
- equality monitoring form: see below
- summary conditions information that applies to all Path workers

All people wishing to apply for the position must typically complete an application form and return it to the organisation by the specified time. Prior to short-listing, front pages – bearing individuals' details – are removed and kept separately from the remainder of the form, the latter being used to select candidates for interview. On occasion, and for specific reasons, this process may vary, such as by accepting cvs, when that is deemed most suitable by the team.

Short-listing is conducted by matching applications against the person specification, in a manner that is anonymous and fair. The recruitment panel, or at least two members of it, will therefore work together just after the closing date and short list the candidates for interview, by reference to the application forms and how candidates say they fulfil each point on the person specification, using an agreed scoring system.

The dates for the interview and for short-listing applicants should be set before the advert is placed and should, where practicable, be included in the advert and / or covering information. The interview panel will usually be 3 people (being the recruitment team) but never fewer than

two; and there may be roles for others, such as with conducting written exercises and / or less formal interviewing, in addition to the formal interview and as part of a coordinated process.

All applicants who are interviewed for the position will be asked the same set of questions, with some flexibility regarding any / each individual's application. There will usually also be a formal exercise, often on a computer, candidates being asked to perform tasks relevant to the role, which can and will be scored fairly as part of the decision-making process. The interview panel will agree a scoring system for the interview. Using the information from the exercise, the interview and also the original application forms, the panel will decide on who has been successful. That candidate will then be offered the post, subject to satisfactory references being received and the results of Disclosure and Barring checks.

All short-listed candidates will be informed in writing (usually email) of the outcome of their interview, with the option of receiving individual feedback.

### Equality of opportunity

The above procedure aims for and expects an equal opportunities approach, which underpins all recruitment. That includes practical aspects of the process, from anonymising applications to using language and media appropriate for reaching potential candidates. All involved in recruitment should be familiar with and subscribe to Path's Equality and Diversity policy, in terms of both policy (values) and process: Path aims not just to treat people equally but to promote equality of opportunity.

Also in line with implementation of Path's Equality and Diversity policy, Path conducts equal opportunities monitoring of applicants, too. This entails asking all applicants to complete and return an anonymous monitoring form. This information is then collated and reviewed, overseen by the Director. The intention is to monitor who Path reaches for recruitment and to review that and any possible need to alter the format, manner or methods used for promoting recruitment.

In terms of candidates, each applicant is expected to demonstrate some understanding of and commitment to equality and diversity as part of the formal process (this being an 'essential' requirement that each applicant must address). That may be in the written application, interview or both.

Path also asks of all candidates whether there is information, or needs, they wish to share and to be supported with or taken into consideration as part of enabling them to apply. We are clear that Path has a positive attitude to any such information provided.

### Stakeholder involvement

Path would usually expect 2 of the members of the recruitment panel to be from Path, typically the Director and relevant service manager. Where relevant and possible, the preference is to have a third member, being a stakeholder for the relevant service. That may mean someone from a partner service; or may be someone using relevant Path services (a current or former client), where appropriate. Stakeholder involvement is beneficial to the process and to the approach and links of the service. Where that can be from a Path client, Path values that involvement, supporting the client through the process.

With any stakeholder, just as member of Path staff, it is important that they:

- \* are familiar with this policy

- \* sign up to confidentiality
- \* are familiar with and understand Path's stance on equality and diversity
- \* have read Path's policy on Use and Storage of DBS checks
- \* feel informed and supported about the post and process

### Temporary work

As noted, sometimes it is necessary to recruit someone for short term work, where a full recruitment process is not possible. In such cases, the process will still include:

- job description and relevant information about the post
- written application
- interview by a minimum of two relevant people

### Volunteers

Taking on and using volunteers is less about competition for specific posts and more about suitability for working as part of Path. The processes therefore do not entail competitive interview in the same way; nevertheless, Path requires any potential volunteer to apply in writing and be interviewed, with successful candidates having specific roles and fitting in to Path's services and team structures.

Checks and induction, covered below, also apply. See also: Path use of volunteers.

### Checks on candidates

Path is committed to having a recruitment process that is fair to all, including stakeholders. Nothing is more important than making sure we take on the right people. That includes carrying out checks, in addition to the written application and interview process.

There are two main checks that Path carries out:

- taking references, one being from current / most recent employer: we carry out formal checks, asking referees specific questions relevant to us potentially employing someone
- DBS: covered below

One aspect of these checks is ensuring that people pose no risk to clients and colleagues.

### DBS

Path carries out DBS checks for all posts with any client contact. These take place every three years and are compulsory. We require people to undergo checks prior to starting with us, and promote that fact, but may carry them out during induction where someone has a satisfactory current DBS check.

DBS checks are a way of understanding and managing risk. Someone having a criminal record does not automatically disqualify them from working at Path; but Path will use such information in taking a view on their suitability. Where there are concerns, Path will use its risk assessment and management process, formally identifying, assessing and planning how to manage any risks. Where contractually obliged to do so, Path will liaise with commissioners or other stakeholders where required.

### Induction

All new members of staff at Path receive a two week induction, including information on and

introductions to Path as a whole and its services, shadowing relevant roles and induction into relevant policies and procedures. This is overseen in each case by the worker's line manager.

See also: induction policy; and induction checklist.

#### Other relevant policies

- Equality and Diversity (should be read in conjunction with this policy)
- Use and storage of DBS disclosures (should be read in conjunction with this policy)
- Induction policy
- Redundancy and Re-deployment policy
- Path Use of Volunteers.

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