

Recruitment and Selection Policy & Procedure

Published: November 2023

Reviewed: Bi-Annually

Suggested Review Date: November 2025

Signed:



Chief Executive Officer

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Signed:



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Copies of this document can be made available in different formats.

Call 03455 564144 and ask for the HR Team for further information.

Contents

Policy statement	3
Scope.....	3
Access to the procedure	3
Roles and responsibilities	3
Principles of the policy	4
Legal obligations.....	4
Supporting job applicants with a disability	5
Disability confident employer.....	5
Age-friendly employer.....	6
What to do when a vacancy arises.....	6
Job description and person specification	7
Redeployment and ring-fencing	7
Advertising	7
Application	7
The selection panel(s)	8
Short listing	8
Attendance at interviews	8
The selection process.....	9
After the selection decision.....	9
Pre-employment checks	10
Storage and retention of recruitment and selection information.....	11
Complaints.....	11
Policy review.....	11
Appendix a: recruitment and selection flowchart.....	12

Policy statement

This document outlines the Recruitment & Selection Policy for Age UK Lincoln & South Lincolnshire. We are an equal opportunities employer, which means that we are committed to providing equality of opportunity in employment to all persons. The policy is intended to demonstrate Age UK Lincoln & South Lincolnshire's commitment to a fair, consistent and transparent process which duly reflects equality of opportunity in our recruitment and selection practice, in support of our diverse and inclusive organisation. It means we will:

- Follow the good practice recommendations of the codes of practice and other guidance issued by the Equality Commission
- Promote non-discriminatory recruitment and selection activities
- Not discriminate unlawfully against any person
- Facilitate the appointment of the best person for the job based on individual merit
- Help Age UK Lincoln & South Lincolnshire to recruit a diverse workforce reflective of the communities we serve
- Ensure recruitment and selection activities are fair, open and cost effective.

Scope

This policy applies to all internal and external applicants and potential applicants for vacancies within Age UK Lincoln & South Lincolnshire.

Access to the procedure

All internal applicants are entitled to access this policy which is located in the Policies and Procedures Folders on the Works Drive and in the Documents Catalogue on Cascade.

However, if you require this Policy in any other format, please seek guidance from our HR department.

To ensure accessibility to external applicants, this policy will also be located on Age UK internet site (www.ageuk.org/lincolnandsouthlincolnshire), and found in the policies section.

Applicants and Department Managers may also wish to consult related Age UK Lincoln & South Lincolnshire policies such as the Equality, Diversity and Inclusion Policy and Privacy Policy which can all be found on our website.

Roles and responsibilities

Department Managers and the HR Department involved in the recruiting process are responsible for keeping to the principles of this policy and complying with employment legislation.

Department Managers and the HR Department are responsible for providing advice and guidance to those involved in the recruitment process and to ensure that job applicants are made aware of this policy and procedure.

Candidates are responsible for obtaining information and advice and for providing such information and documentation as is necessary. The Executive Team are responsible for the provision of training to those involved in the recruitment process to ensure that training includes equal opportunities.

Principles of the policy

Effective recruitment is central to Age UK Lincoln & South Lincolnshire's ability to successfully deliver services. We need to employ people with the necessary job specific skills, experience and qualifications to help achieve our objectives and with the ability to make a positive contribution to our values.

All vacant posts will be advertised internally and externally, if appropriate. It is the responsibility of the Department Manager and HR Department to determine whether posts should be internally and/or externally advertised, seeking advice from the Chief Executive Officer (CEO) and/or Executive Team where necessary.

In circumstances where a candidate requires reasonable adjustments to be made at any stage of the recruitment and selection process, support with the provision of any reasonable adjustments appropriate to their individual needs will be provided.

Our recruitment process ensures that all those taking part in short-listing, selection and interviewing are aware of equal opportunities and recruitment. Our recruitment flowchart can be found in Appendix A.

Legal obligations

The Equality Act became law in October 2010. This Act harmonises and replaces previous legislation (such as the Race Relations Act 1976 and the Disability Discrimination Act 1995) and ensures consistency in what we need to do to make our workplace a fair environment and to comply with the law.

The Protected Characteristics under this Act are:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex
- Sexual Orientation

Please see the Equality and Diversity Policy for further information.

Under the Asylum and Immigration Act 1996 it is an offence to employ a person without an entitlement to work in the UK.

All recruitment and selection activities must comply with the Data Protection Act 2018.

Further guidance on all of the above is available from our HR Department by emailing recruitment@ageuklsl.org.uk. There are also a number of websites which may provide helpful information, such as www.eoc.org.uk.

Supporting job applicants with a disability

- a. *Disability Discrimination Act 1995*: The general rule of good practice is that our procedures and practices must be applied fairly and consistently to all job applicants. But it is especially important that those of our staff who are involved in recruitment are also aware that they may be required to make reasonable adjustments to some or all of those procedures and practices if that is needed to remove any disadvantages which they cause for any disabled job applicants.
- b. This is a legal duty and failure to comply with it is unlawful disability discrimination. The adjustments need only be made for the disabled persons who require them and it may result in those disabled persons being treated more favourably than other persons; if so, that is lawful and permissible.

Disability confident employer



Age UK Lincoln & South Lincolnshire is a Disability Confident Committed Level 1 employer and has acted to improve how we recruit, retain and develop disabled people. As a disability confident employer, during our recruitment process we will:

1. Ensure our recruitment process is inclusive and accessible, by:
 - a) making job adverts accessible
 - b) providing information in accessible formats (for example, large print)
 - c) accepting applications in alternative formats (for example, electronically)
2. Communicate and promote vacancies, by:
 - a) advertising vacancies through a range of channels
 - b) Using our Disability Confident badge to make sure potential applicants know that we are an inclusive employer
 - c) reviewing current recruitment processes
3. Offer an interview to disabled people.

Age UK Lincoln & South Lincolnshire will encourage applications by offering an interview to an applicant who declares they have a disability. This does not mean that all disabled people are entitled to an interview. They must meet the minimum criteria (for example, sometimes shown as desirable skills) for a job. It is important to note that there may be occasions where it is not practicable or appropriate to interview all disabled people

that meet the minimum criteria for the job. For example: in certain recruitment situations such as high number of applications, seasonal and high-peak times, it may be necessary to limit the overall numbers of interviews offered to both disabled people and non-disabled people. In these circumstances we will select the disabled candidates who best meet the minimum criteria for the job rather than all of those that meet the minimum criteria, as we would do for non-disabled applicants.

4. Anticipate and provide reasonable adjustments as required.

Age-friendly employer



We're an
**Age-friendly
Employer**

Age UK Lincoln & South Lincolnshire recognise the importance and value of older workers. We are committed to improving work for people in their 50s and 60s and taking the necessary action to help them flourish in a multigenerational workforce. Within our recruitment process we have an age positive culture and actively encourage older workers to apply. Recruitment processes will be assessed ongoing to open up vacancies to a wider range of candidates by targeting any barriers that may exist and promoting our vacancies to a wider market.

What to do when a vacancy arises

The arrangements made for recruitment and selection activities must be appropriate to the needs of the job, the nature of the vacancy and the respective job market. The Recruitment and Selection Flowchart can be found in Appendix A.

Before preparing to fill a vacancy, the Department Manager, along with their Director and ultimately the CEO, has a responsibility to decide whether the post is still required or needed in its present form. It might be appropriate to re-distribute the workload, or change the duties of the post to meet with current service requirements.

Following this, the HR Department in conjunction with the Department Manager should:

- Confirm that the job role has been approved by the Executive Team
- Identify if the vacancy may be suitable as a redeployment opportunity for any employee(s) facing termination of contract
- Prior to advertising consideration should be given to whether the vacancy can be filled internally.
- Consider where the post should be advertised and the Department Manager should then review/draft the advert.
- Consider who will be involved in the recruitment and selection process.
- Consider what selection methods should be utilised with advice from the HR Department, where necessary
- Devise a clear and realistic recruitment and selection timetable, taking account of advertising media.

Job description and person specification

Department Managers have a responsibility to be clear about the content of the job and the attributes the job holder needs to undertake it. The job description and person specification are therefore seen as an essential part of the preparation for recruitment and should be reviewed for each vacancy.

Where a job description is new or has been significantly revised, a job evaluation should take place to identify which Pay Band is appropriate.

Redeployment and ring-fencing

Age UK Lincoln & South Lincolnshire are committed to minimising compulsory redundancies to those employees who are no longer able to fulfil their current role.

One way of minimising compulsory redundancies is to redeploy those who are at risk to other 'suitable alternative employment' within Age UK Lincoln & South Lincolnshire.

In a situation where a current vacancy may be considered suitable for an employee or employees who have been deemed as being no longer able to fulfil their current role, these employees will be able to apply for the vacancy prior to it being made available to other employees. In these situations, short listing and any subsequent appointment(s) must still be based on the person seeking redeployment meeting the criteria for the post (taking account any requirements under the Equality Act 2010).

Advertising

Department Managers in conjunction with the HR Department have the flexibility to advertise their appointments on an internal only basis on internal communications. This policy is a positive step, creating opportunities for employees to apply for internal promotion and career development opportunities.

Where the Executive Team or Department Manager consider that attracting a wider pool of applicants would be more appropriate, they may advertise the vacancy both internally and externally. External advertising sources consist of our organisational Facebook site, website and online recruitment sources such as Indeed.

Application

Speculative enquiries, Curriculum Vitae's (CV's) or unsolicited letters of application should be responded to in a positive way. Speculative applications will not be retained on file for future consideration in the recruitment and selection process.

CV's will not normally be accepted as the only means of application for the majority of our vacancies. Applicants for posts within Age UK Lincoln & South Lincolnshire must complete an application form with the exception of those persons with a disability directly affecting their ability to do so. In such cases support will be provided by the HR department.

Internal applicants must complete a separate online Internal Application Form.

Applicants are always advised to use the job description to demonstrate their skills and suitability for the role.

The selection panel(s)

Establishing who will be involved at the different stages of the recruitment and selection process is important. The aim is that all decisions made during the recruitment and selections stages, i.e., short listing, interviewing etc. should be made by a panel of at least two members. Whilst panel composition may vary at the different stages of the process, it is recommended that, in order to aid consistency, that at least one panel member is involved throughout the entire selection process.

Short listing

Short listing should not begin until after the advertisement has closed. However, in some occasions where we have received a sufficient number of applications, we reserve the right to close the advert, this will be detailed on all job adverts.

The HR Department has a responsibility to make sure that:

- application forms are redacted prior to being sent to the shortlisting panel to remove personal information, such as age, gender or disability to remove potential bias;
- applicants are short listed only against the agreed criteria from the person specification;
- all applicants who have a disability and who meet the essential criteria for the post are short listed for interview and that the interview panel are advised of this fact, if necessary, for facilitating interview arrangements/access etc.;
- a record of the short listing is made in order that the final shortlisting decisions can be justified;
- applicants are informed that they have been shortlisted promptly;
- applicants who are unsuccessful at the shortlisting stage are notified by email. No feedback will be offered.

If there are a substantial number of applicants who meet the essential criteria, and the utilisation of any desirable criteria has not resulted in this being reduced to a more viable number (i.e., it remains impracticable to interview them all), the short-listing panel should agree on the criteria to be used to reduce this to a manageable number. The criteria must be justifiable and based on elements of the person specification.

If there are no applicants who meet the essential short-listing criteria, we will consider if the post should be re-advertised.

Attendance at interviews

All applicants will be required to make themselves available at the time allotted for interview. Where possible, the interview dates will be clearly stated on the job adverts to enable candidates to make themselves available on that date. It must be noted that scheduled interviews dates will not normally be re-arranged to meet an individual applicant's other commitments.

The selection process

The HR Department has a responsibility to determine the selection methods to be used. Advice may be obtained from our organisation's Employment Law Consultant.

During the interview stage, the HR Department should ensure that:

- Any necessary arrangements are made for disabled applicants
- Panel members are provided with copies of the relevant application documentation
- The structure of the interview is appropriate to the job to be filled. For instance, a range of standard questions plus supplementary and follow up questions may be used in the light of the applicant responses
- Additional or supplementary questions are readily available should a second round of interviews/assessments be needed
- That applicants are assessed against the criteria for the post and that selection decisions are based on appointing the best person for the job based on individual merit
- Interview notes and the selection outcome are recorded
- The interviewing panel should also investigate any gaps identified in the applicant's employment history – and pursue these at interview & post interview where this is necessary to satisfy the interview panel about the gaps and explanations / reasons

The recruitment and selection process is a two-way process in which we assess the applicant and the applicant assesses us as a potential employer. It is therefore advisable to ensure that applicants are:

- advised about the selection process and methods;
- understand how they will be assessed;
- given the opportunity to ask questions and to find out about the job and Age UK Lincoln & South Lincolnshire;
- advised on how and when they will be informed of the selection outcome.

After the selection decision

Once a decision has been made the successful applicant should receive:

- an offer of employment; and,
- a written Statement of Particulars.

Remember that an offer of appointment is conditional upon the attainment of appropriate pre-employment checks which are deemed satisfactory to Age UK Lincoln & South Lincolnshire.

If the successful applicant is disabled, the HR Department may need to explore in detail any reasonable adjustments and support that can be made in order for them to carry out their duties.

All unsuccessful candidates should be informed promptly; no feedback can be offered to external applicants. For internal applicants, the employee's Line Manager will discuss any constructive feedback with them to help their development.

Pre-employment checks

All permanent, fixed event, voluntary and zero hours employment in Age UK Lincoln & South Lincolnshire are subject to the receipt of:

- References covering a minimum of 3 years, although 5 years is preferable, satisfactory to Age UK Lincoln & South Lincolnshire (as a minimum one of these must normally be the individual's current line manager or most recent employer/academic institution), all of which must be requested through the previous employer's HR Department, where appropriate, rather than to a specific individual. Where the applicant has been in full time education within the preceding 3-year period, a reference should be obtained from the relevant academic institution;
- Photographic proof of identity and one document confirming the applicant's permanent address.
- Proof of entitlement to work in the UK. Reference should be made to the HR Department for acceptable 'right to work' documentation;
- A Disclosure & Barring Service (DBS) at enhanced level if the post involves working with vulnerable adults or at basic level for other roles.
- Where there is a requirement for an individual to be able to drive a vehicle whilst on Age UK Lincoln & South Lincolnshire business, an original driving licence will need to be produced which will be verified and a copy held on their HR file in line with Age UK Lincoln & South Lincolnshire's storage and retention policy and procedures. A copy of the employee's business insurance is required and the vehicle's tax and MOT status will be checked online.

Checks will involve:

- Ensuring the licence belongs to the relevant individual with the correct up to date address;
- Where a licence is photo-card style, comparing the photographic likeness of the individual, or if no photo-card licence is available, another form of proof of identity;
- Checking the licence covers the appropriate vehicle group for the job role.
- Some posts are exempt from the Rehabilitation of Offenders Act or require additional types of checks (e.g., convictions for offences against children). The HR Department has a responsibility to ensure that the necessary checks are carried out.
- Applicants applying for posts which require DBS clearance will be asked to disclose any criminal convictions, cautions, warnings, reprimands and bind-overs to the HR department at the point of application.
- Responsibility for ensuring that the above checks are completed rests with the HR Department. A standard recruitment checklist proforma is utilised to aid adherence to the recruitment check requirements.

- In instances where the applicant fails to satisfy the checking requirements, the HR Coordinators will advise the HR Manager and steps will be taken to withdraw the offer of employment or cease employment as appropriate.
- Monitoring of recruitment check compliance will be undertaken periodically by the Executive Team. Any recommendations arising from these will be actioned by the HR Manager.

Storage and retention of recruitment and selection information

The storage and retention of recruitment and selection information will be retained in accordance with Age UK Lincoln & South Lincolnshire's Information Governance Policy. Information from unsuccessful applicants is retained for a period of six months.

Complaints

Age UK Lincoln & South Lincolnshire wish to ensure that all applicants for posts, whether successful or unsuccessful with their application, have a positive experience when applying for posts. If, however applicants or potential applicants wish to raise a complaint then they should do so as follows:

- Internal applicants should raise their complaint through their Department Manager.
- External applicants should write outlining their complaint to:

HR Manager,
Age UK Lincoln & South Lincolnshire,
36 Park Street,
Lincoln
LN1 1UQ.

However, if they are dissatisfied with the response to their complaint from the HR Manager they can write to the CEO at the same address.

Policy review

This policy will be reviewed on a bi-annual basis, or amended in accordance with new employment legislation and/or relevant case law.

Appendix a: recruitment and selection flowchart

Identify a recruitment need

- ▶ Ensure the role has been approved by the Executive Team.
- ▶ The advert request form must be completed. Access the form by clicking [here](#). Updated job description, person specification, advert text and interview questions must be submitted at this point for HR to review.



Advertisement

- ▶ The HR Team will ensure adverts are placed in a timely manner, using the appropriate advertisement platform, such as Indeed or LinkedIn.



Applications

- ▶ The HR Team will redact some personal information from external application forms to reduce potential bias.
 - ▶ The HR Team will send redacted applications to the appointed shortlisting team.
 - ▶ Internal applicants will complete a separate online internal application form.
- ▶ Applicants are always advised to use the job description to demonstrate their skills and suitability for the role.



Shortlisting

- ▶ Shortlisting should not begin until after the advertisement has closed, unless a sufficient number of applications have been received.
- ▶ Shortlisting is recorded using the 'Interviews Booking Template' document. Access the form by clicking [here](#).



Interviews

- ▶ The interview panel must be made up of at least two members.
- ▶ Any necessary arrangements are made for disabled applicants.
- ▶ Interview notes and scoring are completed and sent with final shortlisting information to the HR Team.
- ▶ The interviewing panel should also investigate any gaps identified in the applicant's employment history.



Post Interview

- ▶ Job offer information must be completed and returned to HR. Access the Job Offer Template for Managers to Complete form by clicking [here](#).
- ▶ All unsuccessful candidates should be informed promptly by the HR Team; no feedback can be offered to external applicants. For internal applicants, the employee's Line Manager will discuss feedback with them.
 - ▶ The HR Team will onboard your new starter.