

QUALITY MANUAL

Section 315

Recruitment Policy

Case Communications Ltd

Controlled Document

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1. Statement on Intent

Case Communications depend on the efficiency and commitment of all employees to deliver a fast responsive high quality service. We must, therefore, attract, recruit and retain a competent and motivated workforce.

In so doing we aim to ensure that no job applicant or employee is discriminated against either directly or indirectly. People will be treated equally regardless of their role, gender, marital status, age, race, colour, nationality, disability, ethnic or national origin, social background, sexual orientation, creed, religious belief, political opinion, union membership or gender reassignment.

These guidelines incorporate legal requirements and recommended good practise and are designed to support the aims set out in the Equal Opportunity Policy. There will be a consistent approach throughout the company. The procedure aims to:-

- Promote a planned, objective approach to staff recruitment
- Help recruiters to analyse the knowledge and skills required for the job
- Help recruiters to assess whether candidates fulfil these requirements
- Implement the organisation's policy on the provision of Equal Opportunities in employment

The procedures will be followed by all staff and by Recruitment/Management Consultants undertaking recruitment on behalf of Case Communications. All staff responsible for recruitment should be trained in recruitment and selection methods prior to undertaking any recruitment and selection.

This policy applies to the recruitment and selection of all staff.

2. New Posts

In order to create a new post the following steps must be taken:

The need for the post must be identified by the line manager and supported by the relevant Director.

A job description and person specification must be prepared by the line manager prior to the post being advertised

The funding for the post, including the full costs of the post must be identified by the line manager. In so doing the need to contain management costs within prescribed limits must be considered.

3. Vacant Posts

When an existing post becomes vacant the following steps will be taken:

The need for the continuation of the post must be determined by the line manager. In so doing the following issues will be considered:

Address turnover in the post and the reasons for it

When an employee resigns, an EXIT interview will be undertaken to ascertain the factors which influenced the decision with a view to taking any necessary steps to prevent others leaving for the same reasons

If recruitment is difficult in certain jobs or skill sets, consideration may need to be given to re-designing the job or to introducing more flexible working arrangements e.g. job sharing, part-time, flexitime etc.

If it is determined the post should continue the decision to fill the vacancy should be supported by the relevant Director.

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The job description and person specification must be amended by the line manager

If significant changes are proposed, the post must be formally re-graded by the appropriate process.

4. **Job Descriptions and Personal Specifications.**

A simple job analysis should be undertaken prior to drawing up a job description which takes into account any organisational changes which have occurred in recent years or which are planned for the immediate future, whether work patterns or new technology have altered the job. Any relevant information should be gleaned from the Exit Interview (where relevant) the first line supervisor, other employees in similar positions or the HR Director.

4.1 **Job Descriptions**

All job descriptions will be formulated in line with the Equal Opportunities Policy and must accurately reflect the requirements of the job.

To ensure consistency of approach a suggested format is set out in Appendix 1.

4.2 **Person Specifications**

All person specifications will be in line with the Equal Opportunities Policy and must accurately reflect the personal qualities required to carry out the job.

To ensure consistency of approach a suggested format is set out in the Appendix 2

5. **Vacancy and Workforce Control Procedure.**

5.1 **Introduction**

This procedure must be used to seek approval to fill a post on either a temporary or permanent basis, to extend a fixed term contract, to cover maternity leave/long term sickness absence, to request project work/consultancy and to carry out an upgrading.

5.2 **Process**

When the line manager determines that a post should be filled he/she should complete the relevant sections of the job specification form see Appendix 1

Permission must be sought from Human Resources to recruit someone for the role. If an individual is already successfully undertaking the tasks assigned to the role, they must be considered before any external advertising is undertaken. If they show interest in the role they should be formally interviewed as detailed in this document.

6. **Advertising Procedures**

After receiving approval to fill a post, the following action should be taken by the organisation.

7. **Line Manager**

The objective is to attract a good selection of good quality candidates at reasonable cost.

If the vacancy is to be advertised. Then draft the advertisement and tailor it to the target audience ensuring it is non-discriminatory and avoids any gender or culturally specific language. This will include the following:

- job title
- salary and other incentives
- brief summary of post
- brief person specification
- contact person for enquiries from applicants/informal visits

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- closing date
- interview date
- location
- hours/shift work
- equal opportunities statement
- a statement that posts may open to job sharing
- a statement that disabled applicants who meet the minimum selection criteria for the position will be guaranteed an interview
- no smoking policy
- the arrangements (if any) for visits to the job location

Decide the content of the job information pack to be sent to prospective applicants. This will include the job description, person specification, normally an Application Form or curriculum vitae and an Equal Opportunities form. Information about the Organisation, and vision and values statements will also be provided as appropriate.

Following the closing date for the internal advertisement decide in consultation with the HR whether to advertise externally if no appointment is made.

8. Selection Methods

Selection methods will need to be determined as early as possible in the recruitment process, preferably prior to the advertisement being placed.

The interviewing panel or person will decide how each criteria in the person specification will be most appropriately assessed. The method/s used will be determined by the nature of the post, but may include a combination of the following:

- Individual or Panel Interview
- Presentations
- Testing

9. Short listing

The expectation is that short listing will be carried out by all members of the interview panel.

Criteria outlined in the Person Specification used for short listing will be clearly established and equally applied to all candidates. Candidates should be told to pay particular attention to both the job description and the person specification on their CV or Application Form.

Managers involved in the short listing process need to declare if they have close personal knowledge or involvement with applicants to avoid a potential conflict of interest. Each individual member of the panel should complete a short-listing form by matching each candidate against the criteria on the person specification. Only their criteria, which can be gleaned from the Application Form, should be included.

Method of Assessment

- A – almost identical characteristics to person specification
- B – meets many of the requirements
- C – meets some of the requirements
- D – little similarity/little evidence
- E – no similarity/no evidence

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Clear notes and records of short listing decisions will be made by the interview panel and retained for a minimum period of six months.

The shortlist of candidates should be forwarded to the Human Resources Department 10 working days before the interview date.

All candidates will be given the opportunity to see the working environment, if they wish to.

10. Interviewing

Interviewing will be carried out in line with the principles of the Equal Opportunities Policy.

External assessors may be used where appropriate e.g., for senior management posts or where there is a specialist skill requirement. They will be given full details of the relevant organisation policies and the papers relevant to the post and candidates.

A structured interview should be designed to discover all relevant information and to assess the competencies of the applicant. Interview questions should be related to the requirements and circumstances of the job, and must not be of a discriminatory nature.

All those involved on selection panels should receive training in interviewing skills.

Interview Preparation

It will be the responsibility of the Service to advise whether advertisements should be placed in newspaper.

Prepare and send out the letters or emails if relevant inviting candidates for interview within 2 working days of receiving the shortlist. The letter should include the following details:-

- date and time of interview
- name and job titles of the selection panel, where appropriate
- the place of the interview with access details
- the selection methods to be used
- where certificates relevant to the application must be presented at interview
- whether interview expenses will be reimbursed and if so a claim form will be provided
- a person to contact if further information is required, or have any requirements in order to attend the appointment, e.g., wheelchair access, sign language, interpreter, etc.

Note confirmation of attendance from candidates.

Candidates should be offered the opportunity to disclose any disabilities with which they may require assistance and these should be noted.

References where available be used to validate the decision of the interview panel.

The chair of the panel will ensure that any other Human Resources information that may be required during the interviews is supplied.

Candidates should be made aware that whether they might be eligible for a relocation package

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No agreement should be made to the payment of Relocation Expenses unless this has already been agreed by the appropriate member of management.

The Panel needs to know the names of candidates before the interview so that any potential conflict of interest can be discussed with the Recruitment Shared Service beforehand.

The person responsibility for receiving candidates will be provided with the names of candidates and the times of their interviews

Clarification over the need for a work permit should be sought

11. Interview Persons or Panel

In some instances it maybe appropriate to use a panel of people to conduct the interview. A senior member of staff should be appointed as Chairperson of this panel. Where a Panel is not used at least 2 member of staff must be used to conduct the interview to prevent any personal bias influencing the decision.

Meet at least 30 minutes before interviews commence dependent upon the size of the panel and nature of the interview. Ensure the environment is conducive to a constructive interview.

Ensure the environment is conducive to the process and agree the format of the interview and finalise the questions and scoring system to be used.

12. Interviews.

Start the interview with non-formal questions to relax the candidate. For example ask about their journey to the interview.

If Tests are used as part of the selection process, results should be available to the interview panel prior to the decision making process.

Each individual’s abilities should be assessed against the person specification. Consideration may be given for the provision of professional and personal development.

Selection decisions must not be influenced by gender, marital status, age, race, colour, nationality, disability, ethnic or national origin, social background, sexual orientation, creed, religious belief, political opinion, gender reassignment, union membership or by the traditional profile of the postholder, unless for Genuine Occupational Reasons. A Genuine Occupational qualification will apply only in very limited circumstances. Selection decisions must not be influenced by perceived prejudices of other staff.

13. Selection Guidelines

All reasonable adjustments as required by the Disability Discrimination Act 1995 shall be considered in order to accommodate the declared needs of applicants with disabilities. The Recruitment Shared Service should be contacted for further advice.

References only to be used to support the decision of the panel.

Clear notes and records of decisions at interview will be made by all panel interviewers on each candidate and retained by the Human Resources Department for a minimum period of six months.

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14. Interview Panel

The Interview panel chair or senior manager must communicate the name of successful candidate to Human Resources.

Telephone the successful candidate at the earliest opportunity usually within one working day of the decision or failing that at the earliest opportunity and offer them the post, having first agreed any conditions of the appointment. For instance all offers will be subject to Asylum and Immigration Act 1996 checks and may also be subject to satisfactory medical references, documentary evidence of professional qualifications, relevant registrations and warrants.

Follow up the candidates references, one of which should be their current employer.

If the candidate declines the offer and other candidates were deemed by the panel to be suitable using the same selection criteria offer the next most suitable candidate the post.

Telephone all unsuccessful candidates at the earliest opportunity and offer feedback within two days. It is sensible to maintain a favourable view of the organisation amongst applicants. There may be future job vacancies for which they may be eminently suited. If an external assessor has been involved then, subject to prior agreement with the assessor, their name may be offered for further feedback.

15. Post Interview / Selection procedure.

Making the Offer of Employment

Confirm offer of post to successful candidate and at the same time, request documentary evidence of their eligibility to work in the United Kingdom (reference Asylum and Immigration Act 1996 if necessary) and check professional registration and warrants to practice.

Offers of employment can only be confirmed on the receipt of satisfactory references from: the most recent employer and another work related individual.

If necessary, chase pre-employment or full medical clearance for specified groups of staff.

Send letter of confirmation to unsuccessful candidates.

Issue full written statement of terms and nature of offer of employment in advance of the start date, for return by the employee during their first week of employment.

The offer letter will make reference to the Induction process, which will be provided for all employees.

APPENDIX 1

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JOB DESCRIPTION FORMAT

JOB DESCRIPTION

JOB TITLE

Grade: insert grade

Location of post – extent of travel required as part of the role

Director: insert directors name

Accountable to: insert job title

JOB PURPOSE this section should describe as concisely as possible the overall purpose of the job and what it is intended to achieve, in no more than two or three sentences. It is often better to defer writing it until the end i.e., after the main body of the job description has been written.

MAIN DUTIES AND RESPONSIBILITIES

The remainder of the job description will contain the main tasks/duties/responsibilities and outputs under appropriate sub-headings. Each of these should be clearly and concisely defined in short numbered paragraphs of no more than one or two sentences.

The final paragraph should contain a flexibility clause, four examples of which are given below:-

- These duties and responsibilities may be changed in accordance with the needs of the Directorate and the Authority; in particular the postholder may be required to provide secretarial support to holders of other posts according to changes in workload and patterns of working.
- This is not intended to be an exhaustive or exclusive list of duties. As a Commissioning Manager the postholder is required to carry out any other associated tasks to ensure the successful delivery of Health Authority objectives.
- This is a summary of the main areas of the job and detailed objectives will be set in conjunction with job title to which post is accountable on an annual basis.
- This is a summary of the main areas of the job and will be subject to periodic review in conjunction with the postholder.

Date prepared

The scope of the job should be reflected in this section, e.g.:

- number of people supervised
- size of budgetary responsibility
- degree of precision required
- main contacts outside job

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APPENDIX 2
 PERSON SPECIFICATION FORMAT AND NOTES
 PERSON SPECIFICATION

JOB TITLE

KEY COMPONENTS

Insert E or D against each element of each component

NB: the number of elements within each component will vary

1. Qualifications

- *
- *
- *
- *
- *

2. Skills/Abilities

- *
- *
- *
- *
- *

3. Experience

- *
- *
- *

4. Knowledge

- *
- *
- *

5. Personal Qualities

- *
- *
- *
- *

Key: E = Essential D = Desirable

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APPENDIX 3

HINTS ON WRITING PERSON SPECIFICATION

The purpose of the Person Specification is to identify the skills, knowledge and experience that are required by the individual who will fill the vacancy and to provide a practical checklist of these for shortlisting and interviewing.

In preparation you might find it helpful to consider the following questions:

What has the previous postholder found attractive about the post and why. Have there been any aspects which have caused employees to leave? How could these be eliminated or minimised. What makes for success in the post? Carefully assess what is absolutely essential and what is desirable in the position.

The components of the person specification can be defined under the following categories. In each case specify whether they are desirable or essential in the post:

Qualifications – state the level of education and/or qualifications required to fulfil the duties of the post, e.g., word-processing, GCSE level education, degree level education, specific professional qualification etc.

Skills/Abilities – state the skills and abilities necessary to fulfil the duties of the post, e.g., keyboard, shorthand, spreadsheet, numeracy, manual, excellent oral and written communication skills, effective interpersonal and influencing skills etc.

Experience – this should be defined in terms of breadth and depth not in length of time. Ideally, state the nature of previous posts or experience which applicants would require, e.g., staff management, secretarial, marketing etc.

Knowledge – describes the knowledge that the applicant would need to know or understand in order to do the job, e.g., Word v6, strategic planning, employment law, organisational expertise etc.

Personal Qualities – describes the particular skills/qualities required to do the job, e.g., good interpersonal skills, analytical skills, innovation, flexibility, leadership skills etc

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