



T3SC Factsheet

Recruiting staff

Good practice in recruitment and selection can result in a more effective, better motivated workforce. Turnover of staff and absence can be reduced and discrimination on the grounds of age, race, sex, disability, sexual orientation and religion or belief can be avoided. Here are some basic steps as a guide to good practice. However for more comprehensive advice contact ACAS on 08457 474 747 www.acas.org.uk or T3SC on 0161 339 4985. **The first steps:-**

Review

If this is an existing post that somebody has vacated this is a good opportunity for you to review the current position. Some of the questions you need to be thinking about are: Is this post still needed? Do you need the new person to take on different responsibilities? Does the pay scale need altering? Once you have reviewed the post move to the next stage.

Prepare a timetable

A good way of doing this is to work backwards from the date that you want the new employee to start work. It is important however to be cautious and make sure that the times you allocate are realistic. It is better to have too much time planned.

Internal procedures

There are some important tasks that need to be undertaken within the organisation before advertising the job. These include. **Choosing who will be on the interview and shortlisting panel** (it should be the same people on both!) You should make sure that a representative of the Management Committee and the line manager for the job being recruited are included on the panel. It is usual to have between three and five people on a panel (always more than 1!). You should make sure that there are no conflicts of interest for any of the panel members – nobody should be on the panel who has too close a connection to, or is related to, any of the applicants. (You should also remember that nobody who is on your Management Committee can be employed by the group—they would have to resign from the committee before applying for any job in the organisation). Training for the panel may be necessary in the processes of selecting new staff. Ensure that you are ready to deal with **requests for application packs** and any phone call queries before you send out information about the job. Let staff who might have to handle these queries know what the procedure is. Make sure you have a **system for shortlisting candidates** for interview such as a points system/tick boxes. Set up a system so that you can keep all the paperwork for the recruitment process. It may be very useful later in the event of a complaint for example.

Put together a pack for applicants

Some of the things that you might put into an applicants' pack:

A copy of the job description This document includes the roles and responsibilities of an employee. If you're creating a new job then the Management Committee should spend time on developing this and if you're simply employing a new person in an existing job then it should review the job description before starting the application process. **A copy of the person specification** This describes the qualities, skills, knowledge and experience that you need the person who undertakes the role to have. (Usually split into 'Essential' and 'Desirable'). This should be created or reviewed by the Management Committee before the recruitment process begins to make sure it is up to date and accurate. **An Application Form** and guidelines on how to fill it in. **A Monitoring Form** to ensure you are attracting all sections of the community. **Copies of any relevant and up to date information about the organisation. Information about interview dates.**

Advertising the post

Advertising the job is one of the main costs involved in recruitment so make sure that you build this consideration in from the start. You will need to balance out the costs with considerations about how and where you advertise the post.

You could try **The Guardian** on a Wednesday - 'Society' jobs, jobs in the voluntary and community sectors), **the Big Issue**, local papers, community newsletters, minority press such as the Pink Paper (weekly Lesbian/Gay Bisexual Newspaper) or Asian Times for example. The **advert will need to include information** about: Funders, if they require you to do this; what the job involves, length of contract, pay scale, location; your charity registration number; details of how to get an application pack and possibly some basic information about the organisation. The point at which you advertise the job is one of the most important points in the recruitment process in terms of equal opportunities. It is important to stick to good practice basics at this time. Advertise the job in as many different places as possible to attract a wide variety of applicants and experiences.

Shortlisting

You should have already decided who is sitting on the interview and shortlisting panels. You should also have decided on whether or not you're going to use a system. For example you could use the person specification as a base and use ticks and crosses to assess candidates or you could use a points scoring system, again comparing against a set of criteria or the person specification. The process of shortlisting should have two parts. The first part is an opportunity for Panel Members to assess and score the applications individually. Then there should be a meeting at which the panel compare their scores or opinions of the applications and discuss/decide who will be interviewed. It is important for the panel to be honest in their evaluations of applications as there won't be time to interview everyone who applies for a job. If all applications are a high standard pick out the highest.

Interviews

Again it is a good idea to use an agreed scoring system for interviews and to write down any comments as you go along. Use these to make a decision after **all** the interviews. You can arrange to have some kind of competency based test as part of the interview (so long as you've told the interviewees of this beforehand). In the interview itself you should introduce each of the panel members, explain clearly what will happen in the interview, give the interviewee an opportunity to ask questions of the panel and explain to the interviewee what will happen after the interviews -when will they hear.

Decision Time

Using the scoring system as an aid, decide who you think should get the job. If necessary go to second interviews. Balance the need to do this against the cost of a second round of interviews. Once you have picked a candidate then you can make a verbal offer followed by a written offer of the job, dependant upon satisfactory references. (This is the point at which you take up their references). You could include with the letter of appointment two copies of a contract for them to sign (one to keep and one for the organisation) and a copy of the Terms and Conditions of employment. In the letter of appointment you should include information such as any probationary period that will apply, the start date (taking into account any period of notice they may have to serve), pay, etc. Once this offer has been accepted, tell the other candidates that they have been unsuccessful and be prepared to give feedback.

Before They Start

Before your new member of staff starts work you should make sure of several things. That you have let any other staff know who has the job and when they will be starting. That you have arranged a desk/space for them to work in. That you have arranged an induction for the new staff member (include things like time with any other staff that they might be working with, an intro to the organisation). You should arrange your new employees tax, National Insurance and pay as soon as you know they will start. There are two options: You could either get an intermediary body to do your payroll for you or you could arrange to pay your staff member by cheque for example and then phone the **Inland Revenue Employers Helpline** (08457 143 143) for a pack to fill in to make sure that you are abiding by the law on tax and NI contributions. **This is very important as there are severe penalties for not complying with this law.**

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***For more information please contact T3SC
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