



Recruitment

This factsheet aims to provide a step-by-step guide to the recruitment process including information on various employment checks, monitoring and evaluating recruitment practice and information on Genuine Occupational Qualifications (GOQs).

Planning ahead

Determine what you need before spending time and resources on recruitment. Consider alternatives to recruitment where appropriate, for example conducting a skills audit of existing staff and whether there are options for internal promotion.

Draft a job description that outlines the purpose, duties and responsibilities of the role. It is good practice to include a statement outlining the employee's equality and diversity responsibilities, which also demonstrates the organisations commitment to equal opportunities and diversity practices.

Draft a person specification listing the essential and non-essential or desirable criteria for the post. You will want to outline relevant knowledge, skills and experience that is necessary to fulfil the requirements of the role.

It is also good practice to let potential applicants know how the criteria will be assessed, for example by application form, at interview or written test.

The source that you use to find your applicants and eventual, appointee will largely depend on your available budget, timescales, the type and level of job to which you are recruiting.

It is good practice for advertisements to be advertised internally to capture staff career development opportunities/promotional opportunities (dependent on the size of your organisation) and externally to attract new talent into your organisation.

Targeting specific sections of the community may be useful if your organisation is not representative of these sections of the community. This represents good diversity practice and provides opportunity for all.

Application, shortlisting and interviews

The application process should detail how applicants should apply. Application forms are generally better to use from an equal opportunities/diversity viewpoint, as information will be presented in the same format and include the same questions and prompts, however they should be carefully planned.

Application packs should be produced to give applicants further information about the organisation. This is an opportunity for you to explain why you are a good employer and why applicants should consider working for you.

The shortlisting process involves considering which applicants you would like to invite to interview. Shortlisting forms are excellent ways of monitoring the shortlisting process and ensuring a fair process of shortlisting those who match the criteria for the job. Examples can be found in the publication *Are you looking at me?* published by NCVO. Details of this publication are below.

Interview preparation should include inviting applicants to their interview, arranging a venue for the interview, organising a separate room for any tests or exercises, arranging any special requirements for candidates, scheduling ample time for each candidate, formulating interview questions relating to the person specification and ensuring that interviewers clearly understand the process.

Interview notes are useful records to keep so as to remember what candidates said during the interview and to help with the decision-making process should you make an appointment. Notes can also act as a defence if a candidate complains to an Employment Tribunal claiming for possible discrimination.

Practical and psychometric tests, presentations, role plays and assessment centres are all very useful selection methods which can be used to supplement the traditional interview process.

Making a decision on whom to appoint for a role should be based on the suitability of each candidate against the set criteria of the role.

For roles that require contact or responsibility for vulnerable adults or children, a Criminal Records Bureau disclosure should be obtained before the appointee starts. Two disclosures are available, depending on the nature of the role: Standard or enhanced.

Monitoring equal opportunities data allows organisations to analyse whether or not the workforce is reflective of the local community.

A Genuine Occupational Qualification (GOQ) allows organisations to apply specific criteria when advertising a job; for example, a female care worker in a women's refuge.

**This information is taken from the publication *The Good Employment Guide (2005)*.
Find out more at www.ncvo-vol.org.uk/publications**

Further information

Free information can be obtained from the following organisations:

1) Acas: Provides information relevant to all new and existing employers
www.acas.org.uk

2) (Acas) Equality Direct helpline: A confidential advice service for organisations on equality
0845 600 3444

3) askNCVO: NCVO provides free information, signposting and services for trustees, staff and volunteers.
www.askNCVO.org.uk

4) Asylum and Immigration Act: Information about legal working routes into the UK
0870 606 7766
www.workingintheuk.gov.uk

5) Business Link: Provides information for those becoming an employer for the first time
www.businesslink.gov.uk

6) Criminal Records Bureau (CRB): Information for organisations on CRB disclosures
0870 90 90 811
www.crb.gov.uk
www.disclosure.gov.uk

7) Jobcentre Plus: Offers advice and support around recruitment for organisations
www.jobcentreplus.gov.uk