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| A close up of a logo  Description automatically generated | **[Recruitment and Selection Policy and Procedure]** |
| [Template] |

**This example is intended for guidance purposes and should be adapted to suit your particular organisation.**

**Introduction**

The aim of [NAME OF ORGANISATION]’s Recruitment and Selection policy is to ensure suitable candidate for the job is selected based on their relevant skills, abilities and experience.

The aim of the policy will be achieved by ensuring:

* Selection processes are clear – we want all candidates to be able to perform to the best of their ability. We want to be able to choose effectively between candidates
* Every job has a current, clear job description and person specification
* Selection criteria are relevant and based on the requirements of the job, the team and the organisation
* Every stage of the recruitment and selection process is carried out in a fair and systematic way to eliminate any potential for bias affecting the decision making process
* We follow the requirements of the Equality and Diversity Policy and **Welsh language plan**
* All decisions are fully documented to assist with subsequent monitoring
* Only trustees and managers who have received recruitment and selection training participate in the recruitment and selection process

**Vacancies**

Vacancies may arise because of the creation of new posts for new projects and services or

because of promotion, resignation or retirement of existing staff. In all cases before filling

the post, the manager responsible for the vacancy should consider:

* Whether to fill the vacancy or make changes to other people’s workloads and roles
* Whether the vacancy needs to be full time or part time, temporary, permanent or fixed term
* The grade for the post
* Whether the existing job description and person specification are still appropriate, and how it complements the work of the rest of the team
* Whether the vacancy offers an opportunity to implement other changes
* If a business case needs to be considered and approved by the Chief Officer and/or the Board

**Advertising Vacant Posts**

Once agreed that a post should be filled, the manager must decide where the post will be

advertised and draft the advertisement. [NAME OF ORGANISATION] will be responsible for placing and circulating the advert, using our house style.

[DELETE IF APPROPRIATE All adverts for posts will be bilingual, except where the

publication/website in which the advertisement appears is Welsh-medium only. Where

fluency in Welsh is essential for the post, the post may be advertised through the medium of

Welsh only, but a note in English along the following lines should be included at the bottom:

*The above advertisement* *is for a post as..... at* *[NAME OF ORGANISATION]. Fluency in Welsh is an*

*essential requirement for the post]*

Posts can be advertised internally and externally. Depending on the nature of the role and any funding conditions it could be decided to advertise internally only, in the first instance.

**Applications**

Internal applicants not shortlisted will be informed of the reason. Internal applicants invited

to attend an interview, but not offered a post, will be offered feedback from the recruiting

manager or trustee.

Staff on fixed-term or temporary contracts are eligible to apply for posts advertised internally

or externally.

[delete if applicable: Volunteers are eligible to apply for posts that advertised internally or

externally.]

**Application Forms and Equal Opportunities Monitoring**

A standard application form will be used for all posts at [NAME OF ORGANISATION].

[delete if applicable: English and Welsh versions of the job description/person

specification will be available for each applicant for the post.]

All application packs will include an Equality monitoring form. The forms will not be seen by

anyone involved in the recruitment and selection. They will be separated from the application

form on receipt by the recruiting manager.

Following the appointment, the forms will be analysed to show the composition of applicants.

These statistics will be used to inform future recruitment and selection practice.

**Shortlisting**

The appropriate Manager(s)/Trustee(s) will be involved in the shortlisting process for a

vacancy. The shortlisting panel must be given a copy of the application form, job description

and person specification. The shortlisting panel will judge each applicant against the criteria

set out in the job description and person specification and complete the shortlisting form.

[delete if applicable: Where applications have been submitted through the medium of Welsh,

translations of the application forms should be provided for panel members who are unable

to speak Welsh.]

Internal applicants are not guaranteed an interview; this will depend on whether they meet

the criteria for the post at shortlisting when scored matched against the job description and

person specification.

The recruiting manager is responsible for informing all unsuccessful applicants. We will

endeavour to inform unsuccessful applicants within 2 weeks of receiving their applications.

Interviews will be held for all the internal and external applicants who meet the criteria for the post, as decided by the shortlisting panel.

**Selection Processes**

The manager will take responsibility for the administrative arrangements relating to

interviews and any tests or assessments. There will be an interview for every post and the

other selection methods will be determined by the criteria in the job description and person

specification. The selection processes will assess capability and competence. The panel

should decide on the areas to be included in the interview questions and in the other

assessments. Assessments methods may include IT tests, presentations, groups tasks, etc.

The interview panel will consist of the line manager and at least one other member of staff or trustee. For the post of Senior manager, the appointment process requires involvement of at least three Board members.

The panel must discuss and agree the structure of the interview. It is important that anyone

involved in interview panels should have had the necessary training and are fully aware of

issues relating to potential bias and equality and diversity.

In order, to ensure that all candidates are treated equally, the same *areas* of questioning

will included for each candidate. Interview panel members will agree what questions will be

asked. It is important that the questions and assessment methods cover all the selection

criteria so that the appointment decision is made based on who best meets the criteria.

Each interviewer will complete an interview form for each candidate interviewed, noting

the evidence against the criteria in the job description and the person specification. All forms

should be signed and dated, indicating the outcome for the individual candidate.

The applicant who most closely meets the requirements of the job description and the

person specification will be appointed.

**References**

The recruiting manager will be responsible for taking up references. All offers of a post are

conditional on receiving two satisfactory references. For external candidates, one of the

references must be from their current or latest employer. Members of staff and trustees may

not act as referees for external applicants for posts.

**Offers of Employment**

Verbal offers of employment should be made by the recruiting manager. This will be followed

up by a written offer of employment and contract of employment, made by the recruiting

manager. All external appointments will be conditional on providing proof of right to work

documents, receiving two satisfactory references, proof of professional qualifications and

where relevant to the job, a DBS check.

**Unsuccessful Candidates**

All unsuccessful candidates who attended an interview will be informed of the outcome.

Feedback will be offered for unsuccessful internal candidates. Although staff are not obliged to attend feedback sessions, they are encouraged to take advantage of this opportunity.

**Induction**

All new staff and staff moving to a different role within the organisation will receive a comprehensive induction. This will introduce them to the organisation, their team and job role. It has been shown that a good induction supports staff to settle quickly and to feel part of the organisation. The recruiting manager will be responsible for arranging the induction.

**This is a template document, please amend and use as appropriate,**

**we suggest that you set up with your own logo and branding.**

The information provided in this sheet is intended for guidance only. It is not a substitute for professional advice and we cannot accept any responsibility for loss occasioned as a result of any person acting or refraining from acting upon it.

**Disclaimer**



Third Sector Support Wales is a network of support organisations for the whole of the third sector in Wales.

It consists of the 19 local and regional support bodies across Wales, the County Voluntary Councils (CVCs) and the national support body, Wales Council for Voluntary Action (WCVA).

For further information contact

<https://thirdsectorsupport.wales/contact/>