

“ we help
people who
do a great
job do it
better ”

**recruitment and selection toolkit to support small and
medium sized employers**

This toolkit is supported by:





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introduction

This toolkit is based on recommended best practice as set out by the Chartered Institute of Personnel and Development (CIPD). Reference has also been made to other sources of information, including best practice within care sector settings and specific UK employment legislation.

Recruitment and selection of employees is a critical activity for any organisation, regardless of their size or the services they deliver. Attracting and recruiting the right people is of major importance to your business and should be approached with the same degree of preparation and thought as any other business decision.

The toolkit gives you an overall view of the recruitment and selection process, from the point at which you identify the need to fill a vacancy to the point at which you welcome the new member of staff into their new job. It includes useful checklists, best practice skills advice for the recruitment process and practical 'tips' where relevant.

The toolkit also includes references to, and summary explanations of, relevant employment legislation, with links to web pages to ensure that you can access the most recent position regarding any single piece of legislation.

Throughout the whole process of recruitment it is important that you treat all candidates fairly and avoid direct or indirect discrimination.

Employment in the care sector is subject to a wide range of legislation, which is constantly

being updated. In addition to Equal Opportunities, Data Protection and Disability Discrimination, you should be aware of current asylum and immigration rules, guidance on employing those with criminal records, and legislation around employing anyone who will be working with children or vulnerable adults.

aims of effective recruitment and selection

The toolkit aims to help you achieve the key objectives of effective recruitment and selection, which are:

- Getting the right person in the right job at the right time.
- Ensuring you attract suitable candidates.
- Being fair and avoiding discrimination.
- Enhancing the organisation's public image.

The toolkit gives outline guidance but it doesn't replace the need for legal advice when required.

If you are unsure about any legal issue then seek further advice and guidance before taking a decision.



section 1 - employment law

an overview

sex and race discrimination

The Sex Discrimination Act (1975) (http://www.direct.gov.uk/en/Employment/DiscriminationAtWork/DG_10026665) and the Race Relations Act (1976) (http://www.direct.gov.uk/en/Employment/DiscriminationAtWork/DG_10026667) make it illegal to specify sex, marital status, colour, race or nationality in any method of recruitment. This is classed as direct discrimination.

Specifying qualifications/other requirements which could exclude someone based on their gender, or a person from a particular minority group is also illegal (unless the specification can be justified in relation to the job). This is classed as indirect discrimination.

Attention should be given to ensure that neither direct nor indirect discrimination occurs at any stage of the recruitment and selection process and in particular involving the following:

- Job descriptions and person specifications.
- The contents of advertisements, titles, qualifications, age ranges or experience.
- Where advertisements are published.
- The short-listing process.
- Questions asked at interview.
- The selection process (criteria).
- Records kept at various stages.

disability discrimination act

This 1995 act makes it unlawful for an employer to treat a disabled person less favourably than a non-disabled person because of their disability, unless it is justifiable. This applies to all

employment matters including recruitment, training, promotion and dismissal.

(http://www.direct.gov.uk/en/DisabledPeople/RightsAndObligations/DisabilityRights/DG_4001068)

sexual orientation and religious belief

The Employment Equality Regulations 2003 make discrimination on the grounds of sexual orientation, religion and belief unlawful.

When recruiting, care should be taken not to discriminate on these grounds e.g. by arranging for interviews to take place during a major religious festival which may prevent some applicants from attending.

(http://www.direct.gov.uk/en/Employment/DiscriminationAtWork/DG_10026540)

age discrimination

The Employment Equality (Age) Regulations 2006 came into force in October 2006. Age discrimination can be explained as occurring when someone treats a person less favourably because of that person's age, and uses this as a basis for prejudice against, and unfair treatment of, that person.

In legal terms it follows the same pattern as sex and race relation legislation, and includes direct and indirect discrimination, victimisation and harassment. When recruiting, care should be taken not to discriminate on the grounds of age, i.e. inclusion of age requirements in person specifications, and making assumptions surrounding age should not inform selection decisions.

(http://www.direct.gov.uk/en/Over50s/Working/WorkingToSuitYou/DG_10039515)



genuine occupational requirement

A Genuine Occupational Requirement allows, in certain circumstances, a person of particular gender or race to be employed for reasons specific to the specifications and performance of the job, for example in the case of actors or models. This is a difficult area and you should take specific legal advice if you consider a post may have a genuine requirement.

rehabilitation of offenders act

The 1974 act allows a prospective employee not to reveal details of certain offences when the conviction has been 'spent'. This means that failure to disclose a spent conviction itself is not in normal circumstances proper grounds for exclusion from employment.

(<http://www.nacro.org.uk/data/resources/nacro-2007021302.pdf>)

data protection act

The Data Protection Act 1998 came into force on 1 March 2000. It regulates the use of personal data and gives effect in UK Law to the European Directive on data protection.

The act covers some manual records, such as those recorded on paper or media, such as microfiche. It also covers computerised records, and is concerned with the processing of 'personal data' - that is data relating to identifiable living individuals. This includes data in relation to the recruitment of individuals.

(http://www.ico.gov.uk/what_we_cover/data_protection.aspx)

employing overseas workers

In March 2006 the Government announced its plans to adopt a new points-based system (PBS) for migration. The stated aims of this new system are:

- Better identification and attraction of migrants who have the most to contribute to the UK.
- A more efficient, transparent and objective application process.
- Improved compliance and reduced scope for abuse.
- Enhancing the organisation's public image.

The system will cover people from outside the EU who are seeking work or leave to study in the UK. It will not cover short-term visitors, family reunification and UK ancestry routes. The PBS uses a points-based, five-tiered structure, reflecting the Home Office's expectation of the candidate's value to the UK labour market.

Employers are no longer required to obtain work permits for overseas workers, but must apply to be licensed to issue a 'Certificate of Sponsorship' (CoS) asserting that certain conditions are met, therefore justifying the appointment of a non-EEA employee. The candidate must then apply for an entry clearance visa at a British Embassy, Consulate or High Commission before they can relocate to the UK.



Tiers one and two cover those with skills and experience theoretically required by the UK economy, while **tiers three to five** cover migrants such as foreign students, volunteers, youth mobility schemes, and those who can fill temporary gaps in the UK labour market.

Each tier requires a certain number of points to qualify. Points for tiers one and two are awarded based on age, educational background, work experience and qualifications. The 'points bar' may be adjusted by Government to reflect labour market changes.

All tiers will award standard points for minimum requirements such as adequate personal funds, previous compliance with immigration rules and English language proficiency.

The new system is being introduced in a phased manner, with processes being tested at each stage before firm implementation dates are announced. As each stage is implemented, existing arrangements are withdrawn, so it is essential to check the latest information.

useful contacts

- Home Office UK Border Agency (<http://www.ukba.homeoffice.gov.uk/managingborders/managingmigration/apointsbasedsystem/>)
- Home Office UK Border Agency Employer's Helpline telephone 0845 010 6677

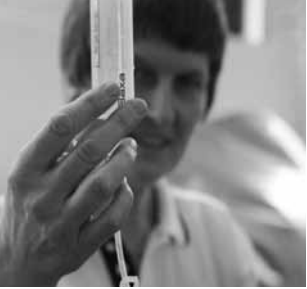
This helpline provides guidance and advice on the prevention of illegal working, on the document checks necessary to establish a statutory excuse or defence and related matters. This service also enables employers to verify the entitlement to work of people currently awaiting the outcome of in-country applications already filed with the Home Office.

- Business Link (<http://www.businesslink.gov.uk/bdotg/action/layer?r.l1=1073858787&topicId=1079133778&r.l2=1079568262&r.s=tl>)

This interactive tool allows you to check the eligibility of your migrant workers.

- HM Revenue and Customs (<http://www.hmrc.gov.uk/migrantworkers/index.htm>)

Contains information on coming to work in the UK.



criminal record information

Information available from the Criminal Records Bureau (CRB)/Disclosure Scotland include 'standard' or 'enhanced' disclosures, where the job meets the relevant criteria.

- **Standard disclosure:** This is appropriate for jobs that involve regular contact with children and vulnerable adults. It contains details of both spent and unspent convictions, as well as cautions, reprimands and final warnings held on the Police National Computer. Lists held by government departments of those banned from working with vulnerable groups are also searched.
- **Enhanced disclosure:** This applies to jobs involving greater contact with children or vulnerable adults (for example jobs involving caring for, supervising, training or being in sole charge of children or vulnerable adults). It contains the same information as standard disclosure but also includes non-conviction information from local police records if thought to be relevant to the post applied for.

Adverse information contained in a CRB disclosure should not necessarily act as a bar to employment. The disclosure may contain details of spent convictions irrelevant to employment with children or vulnerable adults, and care must be taken not to treat an adverse entry on a CRB disclosure as an automatic bar to employment.

protection of children and vulnerable adults

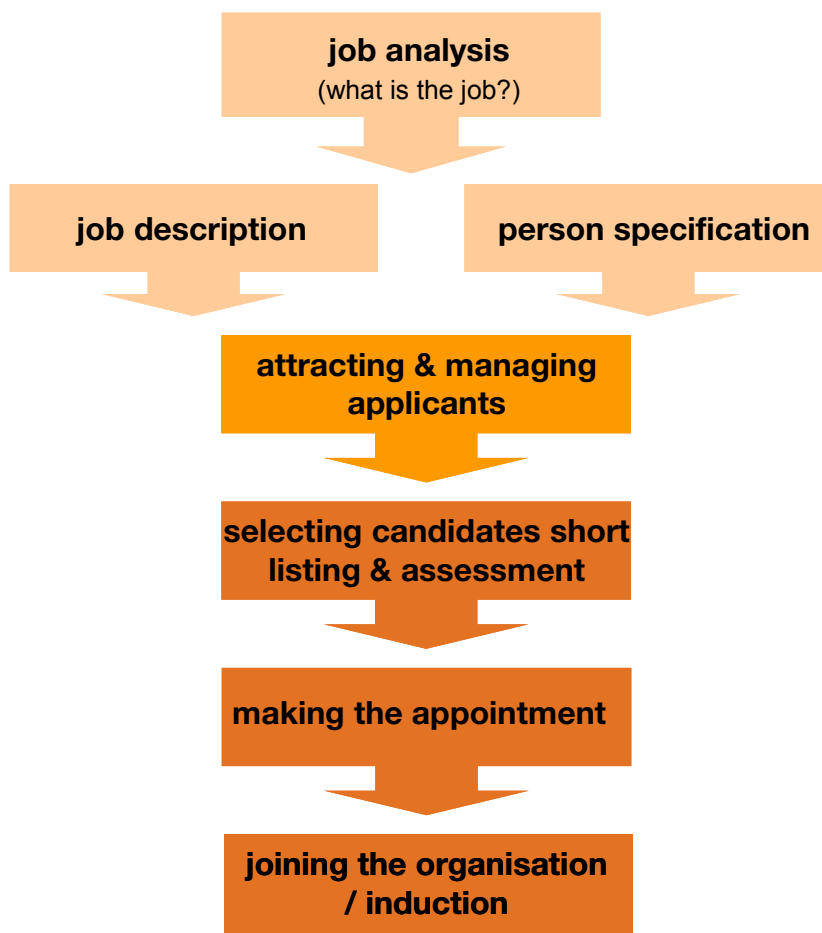
Organisations, including businesses and not for-profit organisations, need to ensure particular rigour and vigilance when recruiting people to work with children and vulnerable adults. 'Children' are defined as those under age 18; 'vulnerable adults' include the elderly, people with disabilities, people in residential accommodation or in custody, and those receiving domiciliary care.

The law in this area has often been introduced as a reaction to events and as a result is complex and lacks coherence. Forthcoming changes in legislation and practice scheduled for 2009 attempt to simplify the process.



the recruitment process

The figure below gives an overview of the main stages in recruiting and selecting for a job.



section 1 references

Information in this section draws on Michael Armstrong's *A Handbook of Human Resource Management Practice*, 9th Edition (Kogan-Page – London 2003) and also information from the Chartered Institute of Personnel Development (CIPD) Factsheet on New Immigration Laws. (<http://www.cipd.co.uk/onlineinfodocuments/factsheets.htm>)

The Recruitment Process diagram is drawn from the CIPD Factsheet on Recruitment available from their website. (<http://www.cipd.co.uk/onlineinfodocuments/factsheets.htm>)



section 2 - job analysis

what is the job?

Before recruiting for a new or existing job, it is important to spend some time gathering information about the nature of the role. This means thinking about the content (such as the tasks making up the job), the job's purpose, the outputs required from the job holder and how it fits into the organisation's structure. It is also important to consider the skills and personal attributes needed to perform the role effectively. This will assist in deciding which key skills and attributes are those that although desirable are not essential.

defining the vacancy

The need to recruit usually happens when a person leaves, when restructuring takes place, or when a service is expanded. It can be tempting to re-use the existing advertisement, job description and person specification and start the recruitment process without any consideration of other alternatives or means of saving costs.

A more systematic approach to recruitment however, is to consider how that job may have changed since the original job description and person specification were written.

Also, after some consideration, you may not actually need the job at all, and therefore don't need to recruit.

However, if you do need to recruit, before starting the recruitment process, other options such as restructuring or rescheduling workloads should be considered; this could also offer the opportunity for existing staff to benefit, through:

- Gaining wider experience.
- Developing new skills.
- Enjoying an increased variety of tasks.
- Job-sharing opportunities.
- Increasing hours.
- Increasing flexibility of hours.

At this stage, the following questions should be asked:

- Is the job still necessary?
- What tasks need to be done?
- How could these tasks be grouped together?
- Can these tasks be redistributed or reassigned?
- Do these tasks fit with any other job?
- Could introducing more efficient working methods reduce the workload and/or improve the quality of the service provided?
- Is the job likely to change in the foreseeable future?

Some ways to gather this information include observation, questionnaires, interviews or work diaries. This analysis can form the basis of a job description and person specification.

section 2 references

Information in this section draws on Michael Armstrong's *A Handbook of Human Resource Management Practice*, 9th Edition (Kogan-Page – London 2003) and also from the Chartered Institute of Personnel Development (CIPD) Factsheet on Recruitment (<http://www.cipd.co.uk/onlineinfodocuments/factsheets.htm>)



section 3 - job description

In simple terms, a job description describes the job; what is to be done. It is a broad statement of the purpose, scope, duties and responsibilities which make up a particular post.

Job descriptions should be accurate and up to date. Where the job description is already in existence, it should be checked and updated to ensure it clearly states the requirements of the job. The most effective job descriptions are those which detail the key results to be achieved rather than just listing the 'tasks' to be undertaken.

Formats vary widely, however best practice suggests the following key sections should be included:

job context

- The title and grade of the job.
- The role of the department within the organisation.
- The position in the reporting structure (responsible to and for).
- The location of the job.

job purpose/summary

- A brief description of why the job exists.

job responsibilities/list of duties

- An explanation of the principal duties or key result areas with brief summarised descriptions.

writing a job description

Identify and produce an initial list of the main activities to be carried out.

Analyse the list and group the activities together to ensure there are no more than ten activities listed; job descriptions should not contain an over-long list of activities and most need no more than seven or eight headings.

Define each activity as a statement of what the job holder is expected to achieve in this aspect of the job – the output.

Define the activity in one sentence, which should:

- Start with an active verb, e.g. plans, prepares, tests, schedules.
- Describe the object of the verb (what is done) as briefly as possible, e.g. plans marketing campaigns, prepares reports on customer complaints, tests new systems, schedules production.
- State briefly the purpose of the activity in terms of outputs or standards to be achieved, e.g. plans marketing campaigns which support the achievement of marketing objectives, prepares reports on customer complaints which identify trends and any actions required, tests new systems to ensure they meet agreed specifications, schedules production in order to meet output and delivery targets.



The job description benefits the recruitment process by:

- Providing information to potential applicants and recruitment agencies who may be recruiting on your behalf.
- Acting as an aid in designing job advertisements and employment contracts and choosing selection techniques, i.e. when designing assessment activities and making decisions between candidates.
- Minimising the extent to which recruiters allow subjective judgements to creep into their decision-making, helping to ensure that people are selected fairly.
- Communicating expectations about standards to employees and managers to help ensure effective performance in the job.
- Identifying key skills and those that are desirable but not essential.

tip

Be mindful of the wording used in the job description and that it does not go against discrimination legislation (see section 1).

All duties and responsibilities must be subject to 'reasonable adjustment' in accordance with the Disability Discrimination Act 1995. These could include:

- Alterations to the workplace.
- Access to the building e.g. ramps, sliding doors.
- Change to working hours.
- Providing specific equipment.

section 3 references

Information in this section draws on Michael Armstrong's *A Handbook of Human Resource Management Practice*, 9th Edition (Kogan-Page – London 2003) and also from the Chartered Institute of Personnel Development (CIPD) Factsheet on Recruitment (<http://www.cipd.co.uk/onlineinfodocuments/factsheets.htm>)



section 4 - person specification

A person specification states the essential and desirable criteria for selection. If a job description describes the what, the person specification describes the who or the ideal person for the job.

Once again, person specifications can vary in content and format depending on the 'house style'. In general, person specifications should include details of:

- Skills, knowledge and experience.
- Qualifications (which should be only those necessary to do the job, unless candidates are recruited on the basis of future potential, i.e. graduates).
- Personal qualities relevant to the job, such as the ability to work as part of a team.
- Where the hours of work are not a standard pattern or where the work is carried out on a number of sites; the ability and willingness to meet these requirements should also be included, i.e. ability to travel and be able to work flexible hours.
- It is also common for items in the person specification to be divided into essential and desirable characteristics, and an indication given of how these will be assessed. If you cannot assess the criteria then you should question why you are including it.

The person specification benefits the recruitment process by:

- Providing the basis for advertisements (along with the job description).
- Providing the criteria for short-listing.

- Enabling a structured interview (where the selection criteria form a checklist of questions to be asked).
- Providing the criteria for the selection decision.
- Providing consistency and objectivity (enabling selection decisions which are based upon predetermined selection criteria rather than subjectivity).

Care must be taken to only include items that really are essential or desirable. A poor example of this might look like this:

- Stipulation that candidates for a supervisory position be fluent in Urdu, Bengali, Welsh and English: there are simply not enough people meeting those requirements out there in the labour market.
- The above requirement would also be unjustifiable, if in reality the job did not involve communications in all the specified languages.

Care should also be taken not to overlook some of the everyday skills that people often take for granted such as reading, writing, listening, or being able to record data and do simple calculations.

Being explicit and realistic about essential and desirable criteria is important. This is not only to avoid being challenged and perhaps having to face an employment tribunal over a case of unfair discrimination brought by an aggrieved candidate, but also to avoid giving the wrong impression or false aspirations about a job, as both the employer and employee will end up disappointed in each other.



tip

Avoid discrimination within the person specification by being aware of the following:

- Citing age requirements/age bands as either essential or desirable criteria may contravene the Age Discrimination Legislation 2006. For example, school leavers or 18- 30 year olds (see Section 1).
- English Language qualifications - are they really essential/desirable? If not, they could discriminate against a person whose first language is not English or who may have dyslexia.
- Requiring that someone be 'physically fit'. This may discriminate against someone with a disability and contravene the Disability Discrimination Act 1995 (see section 1). It is better to stipulate the requirements of the post holder, i.e. lifting, manual handling. Blanket statements like the one above may exclude/deter someone from applying.
- The best person specifications are those which are specific. Avoid generalisations such as 'a good basic education'. It is better to stipulate, for example, three GCSEs or equivalent. Also, 'communication skills' is a huge topic. What is it about their communication skills that are either essential or desirable? i.e. oral communication skills such as presentations, chairing meetings, liaising with a broad range of people or written communication skills such as producing reports, writing up notes, taking minutes.

section 4 references

Information in this section draws on the Chartered Institute of Personnel Development (CIPD) Factsheet on Recruitment (<http://www.cipd.co.uk/onlineinfodocuments/factsheets.htm>)

For information about the communication and number skills needed for different job roles within social care, see the 'check skills' section of Care Skillsbase at www.scie-careskillsbase.org.uk.



section 5 - attracting applicants

The first stage is to generate interest from candidates and there are a range of ways of doing this.

internal recruitment methods

It is important not to forget the internal talent pool when recruiting. Providing opportunities for development and career progression increases employee engagement and retention, and supports succession planning.

Some organisations operate an employee referral scheme. These schemes usually offer an incentive to existing employees to assist in the recruitment of family or friends, and they have been growing in popularity over the last few years. Care should be taken to ensure that this does not encourage discriminatory practice to creep in.

external recruitment methods

There are many options available for generating interest from individuals outside the organisation. These include placing advertisements in the trade press, newspapers, on commercial job boards, with Job Centre Plus and on your organisation's intranet and website.

Advertisements should be clear, user friendly and include:

- Outline requirements of the job.
- Essential and desirable criteria for job applicants (to limit the number of inappropriate applications received).
- The nature of the organisation's activities and other background information that will be useful to potential applicants.
- Job location.
- Reward package.
- Job tenure (for example, contract length).

- Details of how to apply.

Advertisements should be genuine and relate to a job that actually exists. They need to appeal to all sections of the community using positive visual images and wording.

Other ways to attract applications include building links with local colleges/universities, working with the Job Centre and holding open days.

It is important to advertise widely to avoid allegations of discrimination. If there is a cut off date for applications make this clear. It is good practice throughout the process to keep applicants advised of the relevant timescales. Timescales should be realistic and maintained; letting these slip will give a negative perception of the organisation.

tip

When writing advertisements, you must ensure the wording they contain does not breach any legislative requirements (see section 1). For example 'we are seeking a male cleaner' would constitute direct sex discrimination.

Advertisements which are poorly worded, and give an inaccurate reflection of the nature of the job, provide a negative image of the organisation and may prove detrimental to the recruitment practice.

Use the job description and person specification to inform the content of the advert, giving the prospective applicant a clear understanding of what is required and who is the ideal candidate. Also, this guarantees consistency in your recruitment process.



managing the application process

There are two main formats in which you are likely to receive applications; the application form and the curriculum vitae (CV).

It is possible that you will receive these either on paper or electronically, and the use of e-applications (internet, intranet and email) is now part of mainstream recruitment practice.

application forms

Application forms allow for information to be presented in a consistent format, and therefore make it easier for you to collect information from job applicants in a systematic way, allowing you to objectively assess the candidate's suitability for the job.

A typical application form includes questions on basic biographical information, previous work experience, educational background and work-related training.

Application forms can also be used to collect sensitive information, for example, a candidate's medical history, or information for equal opportunities monitoring. Any such information should be used only for this purpose and be kept separate from information on which your selection decisions will be based, for example, using a separate piece of paper or detachable slip from the main application form.

Although monitoring data should be kept separate it is appropriate to ask in the body of the form if an applicant is disabled and

then go on to ask if they will need any special arrangements if invited for interview.

Application form design is also important. A poorly designed application form can mean applications from some good candidates might be overlooked, or that candidates are put off applying. For example, devoting lots of space to present employment may disadvantage a candidate who is not currently working.

Under the Disability Discrimination Act 1995, it may be necessary to offer application forms in different formats.

tip

Application forms should:

- Use clear language.
- Be tested for readability and ease of completion.
- Be realistic and appropriate to the level of the job.
- Not request detailed personal information unless relevant to the job.
- State the procedure for taking up references, how these will be used and at what stage in the recruitment process they will be taken.
- Be accompanied by details of the job and clear information about the application and selection procedure.
- Enable you to draw up a short-list of candidates.
- Provide a source of information to draw on in the interview.



- Help track how applicants found out about the position, enabling you to review the effectiveness of the recruitment methods used.
- Also provide a store of information about good, but unsuccessful candidates, that can be filed (either in hard copy or electronically) for future use.

curriculum vitae (CV)

The advantage of CVs is that they give candidates the opportunity to sell themselves in their own way and don't require candidates to fit information into boxes, which often happens on application forms.

However, CVs make it possible for candidates to include lots of additional, irrelevant material, which may make them harder to assess consistently.

dealing with applications

All applications should be treated confidentially and circulated only to those individuals involved in the recruitment process.

All applications should be acknowledged, unless you have stated otherwise in your advert. Prompt acknowledgement is good practice and presents a positive image of your organisation.

Increasingly, candidates are being treated as customers; a bad recruitment experience will fail to attract talented individuals into the organisation and is likely to damage the employer image.

the candidate experience

The recruitment process is not just about you as an employer identifying suitable employees for the future, it's also about candidates finding out more about your business, and considering whether your organisation is one where they would like to work. You should remember that recruitment and selection is a two-way process.

The experience of candidates (both successful and unsuccessful) at each stage of the recruitment process will impact on their view of your organisation. This could be both from the perspective of a potential employee and possibly as a future customer.

tip

- Be mindful of the type of information sent out to potential employees. Remember: not too much – not too little!
- Information packs should typically include: the job description; person specification; method of application; type of selection process and additional information about the organisation, team and job. If you are advertising nationally think about including information about your region or town.
- Keep in mind the relevance of the information to the job being advertised.

section 5 references

Information in this section draws on the Chartered Institute of Personnel Development (CIPD) Factsheet on Selection (<http://www.cipd.co.uk/onlineinfodocuments/factsheets.htm>)



section 6 - selecting candidates

Selecting candidates involves two main processes: short-listing and assessing applicants to decide who should be made a job offer.

short-listing

The process of short-listing involves slimming down the total number of applications received to a short-list of candidates you wish to take forward to the next stage of the selection process. Short-listing involves matching evidence from the application form/CV against the requirements set out in your person specification. Short-listing should take place as soon as reasonably practicable after the closing date.

It is good practice to:

- Have more than one person carrying out the sift, to reduce the risk of prejudice or bias.
- Include all parties involved in the short-listing process who will be later involved in the selection process, and should include the manager.
- Adopt a simple marking system to show how far each candidate has presented evidence that they meet your requirements.
- Take each application in turn and work systematically through your requirements, in order of importance, awarding a mark for each. It is essential to refer to the person specification and not to compare candidates against one another.

- Carry out a brief review at the end of the exercise, making sure that marks have been awarded on the basis of evidence provided on the application form, rather than personal or second-hand knowledge about the candidate. Assumptions such as 'not used to working on own' or 'using initiative' can only be tested at interview.
- Invite the candidates with the best total scores to interview. Best practice suggests that between four and eight candidates are selected to attend for interview, fewer than four may limit choice, whilst more than eight may result in information overload.
- Make a record of why applications have been selected whilst others have not, to ensure that any potential allegations of discrimination can be addressed and to enable feedback to unsuccessful applicants if appropriate.

In particular:

- Do recognise that skills and abilities can be demonstrated by experience gained outside the workplace.
- Count only evidence which is directly relevant to the job. In other words rely on the criteria you identified in the person specification. Changing your criteria to enable you to include someone else at this stage may be unlawful.
- Do consider whether adjustments could be made to enable disabled candidates to meet your requirements.



tip

- K.I.S. – Keep It Simple.
- When assessing applications stick to a simple marking system e.g. Yes / No / X.
- Be careful if you decide to use a numerical or points scale as they can lead to a lack of understanding about what each point on the scale actually means.

interview arrangements

Once a final short-list has been established, arrangements for interview can begin. These should include the date, time and location of the interview together with the people who will be carrying out the interviews.

The preferred location should be a quiet room, away from interruptions, and have a seating area close by where candidates may wait.

inviting candidates to attend

Individual interview times should be staggered to avoid candidates waiting too long. When allocating a time to candidates, consideration should be given to any underlying circumstances which may affect their ability to attend, e.g. distance and method of travel.

The length of the interview will depend on the type and position of the job within the organisation. Time should be allowed in between candidates to write up notes and prepare for the next candidate.

When inviting candidates to an interview:

- Specify the date, time and place of the interview. Also include a location map with details of access for cars and pedestrians, parking and public transport. You should check if interview candidates have any special requirements (for example if they have a disability).
- Outline the likely duration of the interview and the format the interviewee can expect (such as panel, one-to one).
- Include the names and job titles of the interviewers.
- Give details of other aspects of the proceedings so that nothing takes candidates by surprise. Will there be other parts of the interview process, such as an assessment process, that they also need to know about?
- State what documents applicants need to bring with them, for example, proof of qualifications, driving licence, indemnity insurance certificate, or proof of right to work in the UK.
- Ask candidates to confirm their intention to attend the interview at the stated time and place.
- End by giving a name (not an illegible signature) who they can contact to discuss any issues around the interview, and methods by which candidates can make contact (address, phone number, email).



selection methods

There are a variety of methods available to help in the selection process including; interviews, tests (practical or psychometric), assessment centres, role plays and team exercises. Often a range of methods will be used by the organisation depending on the type of job to be filled, the skills of the recruiter and the budget available for the recruitment process.

interviews

Most jobs are filled through interviews. The interview has two main purposes; to find out if the candidate is suitable for the job and to give the candidate information about the job and the organisation.

Every candidate should be offered the same opportunities to give the best presentation of themselves, to demonstrate their suitability and to ask questions of the interviewer.

A structured interview, designed to discover all relevant information and assess the applicant against clearly defined selection criteria, is an efficient method of focusing on the match between job and candidate. It also means:

- That there is a consistent form to the interviews (particularly important if there are a number of candidates to be seen).
- That nothing is omitted or forgotten.
- That the interviewer is able to maintain control (it is much easier to bring a talkative candidate back on track if you have a predetermined structure).

tip

The structure of the interview in simple terms should follow the word WASP:

- **W - Welcome**
- **A - Acquire:** What information do you have? What else do you need? What should you check?
- **S - Supply:** What information does the interviewee need? What will happen next?
- **P - Part**

interview formats

Interviews can take a range of formats, and can be carried out by one or more interviewers.

One to one interviews can have the advantage of putting the candidate more at their ease, but make it more difficult for the interviewer to concentrate on and consider the interviewee's responses. It may also make it more likely for unfair bias to occur as the interviewer will not have to justify their opinions to anyone else.

This can be partly addressed by using two interviewers, or carrying out a panel interview. However, this is more likely to come across as a more formal and intimidating situation, where the candidate may find it more difficult to act naturally.

The length and style of the interview will relate to the job and the organisation. Best practice suggests that a panel of two - three is the optimal size and this should include the



manager of the post to which you are recruiting. The interviewer(s) should consider the job and the candidates when deciding on the nature of the interview.

before the interview

Preparation is essential to an effective interview. Each candidate should leave with a sense of being treated well, fairly and having had the opportunity to give their best.

The interviewer should prepare by:

- Reading the application form, job and person specifications to identify areas which need further exploration or clarification.
- Planning the questions. In some interviews it is appropriate to ask only one or two questions to encourage the candidate to talk at length on certain subjects. In others it may be better to ask a series of short questions on several different areas. If there is more than one interviewer, different people can cover different topics, e.g. job knowledge, training, qualifications.
- Not asking for personal information or views irrelevant to the job.
- Not asking potentially discriminatory questions such as 'are you planning to have children in the next few years?'
- Being ready for the candidates' questions, and trying to anticipate what additional information they may seek.

Prior to the interview the panel needs to meet to:

- Decide who will act as Chairperson (usually appointing officer).
- Agree set questions which relate to the essential criteria contained in the person specification as well as the job description.
- Decide roles and responsibilities amongst panel members, including order of questions/imparting information.
- Study application forms, job descriptions and person specifications.

tip

It is very important that whoever starts off the recruitment process in an organisation remains involved throughout the entire process to ensure consistency in approach. This may be the line manager in smaller organisations, while in larger organisations it may also involve Human Resources (HR) or personnel.



conducting the interview

Conduct the interview in an environment that will allow candidates to give their best. Ensure there are no interruptions; divert telephone calls; welcome the candidate(s); and inform them of the cloakroom facilities, etc.

If possible, let the candidate have a brief tour of the place of work. This is particularly useful in the case of people new or returning to the job market, who may have little or no experience of what to expect in a workplace. Also, it may prove valuable in offering an additional opportunity to assess the candidate's interaction with possible colleagues.

Consider whether any adjustments need to be made to accommodate an interviewee who has indicated they have a disability. It is easy to overlook simple adjustments that may be reasonable to make. For example:

- Candidates with a hearing impairment may need to be able to clearly see the interviewer as they are talking, and may need communication support if they are not to be placed at a disadvantage.
- Is there an alternative to steps for access to the building?
- Can the interview take place elsewhere, where access might be easier for someone with a physical disability?

It is common that both interviewer and candidate are nervous. Thorough preparation will help both of you. Be careful not to fill silences by talking too much - the aim of the interview is to draw information from the candidate to decide if they would suit the job. The candidate should do most of the talking. The 80/20 rule is a good one to follow for this—80% them and 20% you.

Nevertheless, the interviewer will want to encourage candidates to relax and give their best in what is, after all, a somewhat unnatural setting. It is important to keep the conversation flowing, and the introductions and initial 'scene-setting' can help all parties settle to the interview.

The following pointers may be helpful in conducting the interview:

- Introduce yourself (and other interviewers if present); this also gives the candidate time to settle down.
- Give some background information about the organisation and the job; this helps everyone to focus on the objective.
- Structure the questions to cover all the relevant areas, and don't ask too many 'closed' questions. Open-ended questions (i.e. ones that can't be answered with just a yes or no answer) will encourage the candidate to speak freely (they often begin with 'what', 'why', 'when' or 'how').
- Avoid leading questions.



- Listen, and make brief notes as necessary on important points using your interview record form.
- Have a time frame and keep to it, allowing sufficient time for candidates to ask any questions they might have.
- Make sure the candidate is familiar with the terms and conditions of the job, and that they are acceptable. If not, and the candidate is the best one for the job, then some negotiation may be necessary – be careful to avoid inadvertent discrimination.
- Provide the candidate with information relating to the job and any special circumstances which may be appropriate, i.e. ability to work alone at night. This will enable any queries to be dealt with at this stage, and additionally, to minimise the risk of job offers being rejected due to unanticipated terms of employment/reward.
- Check the notice period required if they are currently employed.
- In closing the interview, thank the candidate for attending and give them some indication of when and how they will receive notification of the outcome of the decision (dependent on what remaining pre-employment checks are to be carried out).
- Ensure that all pre-employment checks are carried out and appropriate responses received e.g. clarification of professional bodies, Criminal Records Bureau checks - refer to the list on page 29.
- Ensure that you complete the interview record sheet and score candidates immediately after each interview.

tip

- It is good practice to let the candidates know that you will be taking notes during the interview.
- When you are asking questions, another member of the interview panel should take the notes, as this will encourage the interview to flow more easily.
- Ensure that the interview record form is completed during or after each interview. If you don't do this, you will have problems remembering which answers the candidate gave in response to the questions asked. An interview conducted at 9am will seem but a distant memory at 5pm!



practical tests

If the job involves practical skills, it may be appropriate to test for ability before or at the time of interview. This is generally acceptable for manual and word processing skills, but less useful for clerical and administrative posts. For example candidates may be asked to demonstrate the safe use of a lifting hoist.

Any tests must, however, be free of bias and related to the necessary requirements of the job.

psychometric and psychological tests

There are numerous tests commercially available which can assist in measuring aspects of personality and intelligence such as reasoning, problem solving, decision making, interpersonal skills and confidence. Although many large organisations have used them for a number of years, they are not widely used, and some tests are considered controversial – for instance, those that assess personality. Any organisation considering the use of psychometric or psychological tests should refer to the guides available, and make sure they have the need, skills and resources necessary.

Tests should never be used in isolation, or as the sole selection technique. Where a decision is made solely on the automatic processing of personal data, an applicant may require, under the Data Protection Act 1998 (http://www.ico.gov.uk/what_we_cover/data_protection.aspx), that the organisation reconsiders any rejection or make a new decision on another basis.

Think carefully before using any test; is it actually necessary for the requirements of the job? Is the test relevant to the person/ job specification? What is the company policy about using tests, storing results and giving feedback to the candidate? Marking criteria must be objective, and the record sheets should be retained in accordance with the data protection legislation.

limitations of the interview

Although the interview is the most popular and effective of the selection methods it does have its limitations as outlined below:

- The self-fulfilling prophecy effect
 - Interviewers may ask questions designed to confirm initial impressions of candidates gained either before the interview or in its early stages.
- The stereotyping effect - Interviewers sometimes assume that particular characteristics are typical of members of a particular group. In the case of sex, race, disability, marital status or ex-offenders, decisions made on this basis are often illegal. However, this effect occurs in the case of all kinds of social groups.
- The halo and horns effect - Interviewers sometimes rate candidates as 'good' or 'bad' across the board and thus reach very unbalanced decisions.



- The contrast effect - Interviewers can allow the experience of interviewing one candidate to affect the way they interview others who are seen later in the selection process.
- The similar-to-me effect - Interviewers sometimes give preference to candidates they perceive as having a similar background, career history, personality or attitudes to themselves.
- The personal liking effect - Interviewers may make decisions on the basis of whether they personally like or dislike the candidate.

telephone interviewing

Telephone interviews can be helpful:

- As a pre-selection tool when undertaking high volume recruitment.
- When seeking to fill vacancies where telephone manner and customer contact is a major part of the role.

They are frequently used as part of a first stage screen of applications, with a brief series of key questions. Telephone interviewing is generally not a substitute for a face-to-face interview and is rarely used in isolation. It would be very unusual for a final interview to be held over the telephone.

Before undertaking telephone interviews, confirm the validity of telephone interviewing as part of your selection process. Monitor the process to ensure that it remains a fair method of selection.

types of interview questions

Use different types of questioning as appropriate. This could include:

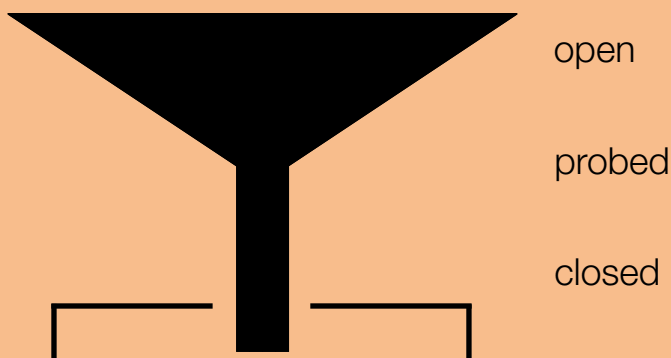
- Open to encourage full responses e.g. 'tell me about'.
- Probing to check information provided in the application or interview e.g. What?, Why?, How?, Explain...
- Probing questions may include hypothetical or behavioural based questions.
- Hypothetical questions involve asking the candidates how they would react or behave in specific situations, for example 'how would you deal with a resident who is complaining loudly about poor service?'
- Behavioural questions focus on past events in a candidate's life and are designed to focus on 'critical incidents'. The interviewer is hoping to hear of occasions when the candidate has demonstrated the abilities or behaviours most relevant to the job for which they are applying. For example, "tell me about a time when you had to make a particularly difficult decision".
- Closed questions are those demanding a yes or no response and should only be used for clarification or control, e.g. bringing a line of questioning to its conclusion.



tip

- Planning how you sequence your questions will lead to a better result from your interview and provide more detailed information.
- The answers you receive are as good as the questions you ask.
- A funnelling approach is recommended as detailed below:

the funnel approach



- You should start with an open question – e.g. ‘tell me about your current responsibilities’.
- Followed by progressively narrower probing questions – e.g. “what experience have you had of ...?”
- At the end of this section of questioning you should use a closed question such as “so would it be accurate to say that you have limited experience of...?” The candidate is very likely to say yes, effectively bringing about a ‘full-stop’ to this section.
- You should then provide a link to the next section of questioning – e.g. “thank you for your responses to those questions; we will now move on to discuss...”.



The following types of questions should generally be avoided:

Multiple

e.g. “tell us about your educational background, your career history to date, and your strengths and weaknesses.” By the time the candidate has finished telling you about their educational qualifications you will probably both have forgotten what else you asked. Ask just one question at a time, to allow the candidate adequate time to think and respond.

Leading

e.g. “you are fully trained in the use of..., aren’t you?” The candidate knows exactly what answer you are looking for here! Don’t imply the answer in the question that you ask.

Discriminatory

Questions should not be related either directly or indirectly to: disability, ethnic origin, gender, marital status, age or religion.

The only exceptions to this are when it is necessary to:

- Ask a candidate with a disability what equipment/alterations they would require to enable them to carry out the job.
- Make some assessment of the applicants’ personal circumstances in one particular aspect of the job, e.g. requirement to work away from home. In this circumstance, this question should be asked of all candidates in the same manner.

legal considerations

It is important that all interviewers are aware of relevant legislation so they do not ask questions or make judgements that are discriminatory. They also need to realise the importance of good quality notes and record keeping (for example in the instance of a discrimination claim from an unsuccessful candidate).

They need to be aware of the danger of unfair discrimination in the process – which has both legal implications and consequences for the diversity of the organisation.



tip

do's and don'ts of selection interviewing:

DO

- Give yourself sufficient time.
- Plan the interview.
- Create the right atmosphere.
- Establish an easy and informal atmosphere.
- Cover the ground as planned.
- Analyse career to reveal strengths, weaknesses and patterns.
- Ask clear, unambiguous questions.
- Get examples of success.
- Make judgements on basis of factual data in relation to specification.
- Keep control of content and timing.

DON'T

- Attempt too many interviews in a row.
- Start the interview unprepared.
- Plunge too quickly into demanding questions.
- Ask leading or multiple questions.
- Pay too much attention to isolated strengths or weaknesses.
- Allow candidates to gloss over important facts.

section 6 references

Information in this section draws on Michael Armstrong's *A Handbook of Human Resource Management Practice*, 9th Edition (Kogan-Page – London 2003), *Personnel Practice*, Malcolm Martin and Tricia Jackson 4th Edition, (CIPD - 2005 London) and also from the Chartered Institute of Personnel Development (CIPD) Factsheet on Selection (<http://www.cipd.co.uk/onlineinfodocuments/factsheets.htm>)

tip

DON'T

- Talk too much or allow candidates to.
- Allow prejudices to override capacity to make objective decisions.



section 7 - making the appointment

making your decision

Decide whom to employ as soon as possible after the interview, test or assessment. Use of a structured scoring system helps here, particularly one that is based on the applicants' match against your selection criteria. This helps to avoid the pitfalls of stereotyping, making snap judgements and 'mirror-image' effects.

tip

- Keep the scoring system as simple as possible.
- Using a scoring scale of 0 – 3, which enables a simple yet effective assessment to be made of each candidate, where 0 = does not meet criteria; 1 = partially meets criteria; 2 = meets the criteria; 3 = exceeds the criteria.
- Candidates should not be compared against one another but against the selection criteria as defined in the person specification.

Write up notes immediately after the interview, recording relevant answers and detail in your interview record form (see template). This is not only helpful for the decision-making process but also to provide feedback to the candidate if requested.

Note: Bear in mind the provisions of the Data Protection Act 1998, which enables the candidate to ask to see interview notes where they form part of a 'set' of information about them, i.e. the application form, references

received and so on, or the full personnel file if the candidate is already working for the organisation. Be aware also that your reasons for appointing or not appointing a particular candidate may be challenged under discrimination legislation.

Inform all the applicants of the outcome as soon as possible, whether successful or unsuccessful. Keep in touch if the decision is delayed.

selecting the best candidate

The post should be awarded on merit to the candidate who best satisfies your selection criteria. Your scoring system should identify this candidate for you.

pre-employment checks

references

Your recruitment policy should state clearly how references will be used, when in the recruitment process they will be taken up i.e. during the process or after an offer has been made, and what kind of references will be necessary (for example, from former employers). These rules should be applied consistently.

You should always obtain references to check factual information such as qualifications. But you should not ask former employers to supply a subjective opinion as to an applicant's likely future performance. Such data is unreliable and can be misleading.



Rather than ask for a general character reference from a referee, provide them with a copy of your job description and person specification and ask for evidence of the candidate's ability to meet your specific requirements. This is more likely to ensure that you get a reply quickly and that the information is relevant to you.

medical examinations

It is reasonable to require the completion of a health questionnaire where good health is relevant to the job. Any particular physical or medical requirement should be made clear in the job advertisement or other recruitment information. Organisations should pay for any medical examinations required.

When it is necessary for medical records to be obtained, the requirements of the Access to Medical Reports Act 1988 (http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/Browsable/DH_5799628) must be observed.

Care should be taken with regard to the Disability Discrimination Act (1995) (http://www.direct.gov.uk/en/DisabledPeople/RightsAndObligations/DisabilityRights/DG_4001068) before making selection decisions relating to employees' mental or physical health.

documentation

The whole recruitment and selection process should be documented accurately and access limited to recruitment staff. Information should be kept for sufficient time to allow for any complaints to be handled and then deleted or destroyed six months later.

monitoring

Monitoring is not mandatory but it is good practice to ensure that all groups have an equal chance at all stages of the recruitment process. Data collected for monitoring should not be used for any other purposes.

eligibility, verification and compliance

Before finalising your appointment of a person to a job in your organisation there are a number of legal checks that you must complete. It is important that you do not make assumptions about candidates, but that you ask all successful candidates about their eligibility to work in this country and to undertake the work involved. Explain why you are required to ask for this information, and make it clear that it is your policy to ask all successful candidates for this information. A checklist should be adopted and applied following the selection process, without satisfactory completion of which a firm employment offer should not be made.



The checklist should include:

- Verification of identity
- Confirmation of the right to work in the UK
- Registration with the appropriate professional body (if applicable)
- Verification of qualifications
- Criminal Records Bureau (CRB) check
- POVA/PoCA check
- References (see above)
- Risk assessments (for example, when considering offering employment in cases where the CRB disclosure shows a conviction unrelated to abuse/violence)

unsuccessful applicants

It is accepted good practice to let all candidates know the result of their application and provide brief feedback about their application and performance at interview if they ask for it. Failing to keep candidates informed of the progress of their application can result in discrimination claims. Be clear and honest as to the reason a candidate was not successful. As a minimum, feedback on any psychometric test results should be given.

tip

When providing candidates with feedback use the word PART as a reminder of good practice.

- **P - Praise**
 - Things well done
 - Strengths
 - Successes
- **A - Advise**
 - How gaps can be filled
 - More experience
 - More awareness
 - More qualifications
- **R - Review**
 - What did not go well?
 - Opinions that were not well received
 - Performance that was less successful
- **T - Thank**
 - Obtain feedback on selection procedure
 - Wish future success

offers of employment

Offers of employment should always be made in writing. But it is important to be aware that an oral offer of employment made in an interview is as legally binding as a letter to the candidate. You must also be aware of the legal requirements and what information should be given in the written statement of particulars of employment (see confirmation of employment letter template).



best practice conclusion

Effective recruitment is central and crucial to the successful day-to-day functioning of any organisation. Successful recruitment depends upon finding people with the necessary skills, expertise and qualifications to deliver organisational objectives and the ability to make a positive contribution to the values and aims of the organisation.

Recruitment is not only carried out to fulfill current needs. Recruiters should always be aware of, and refer to, future plans that have implications for organisational resourcing.

Recruiters also need to be fully aware of equal opportunities legislation and understand how discrimination can occur both directly and indirectly in the recruitment process. For example, untrained interviewers can make subjective judgements based on non job-related criteria and some forms of advertising may discourage or fail to reach potential applicants from certain groups. A diverse workforce which reflects customer groups within the local community is to be encouraged.

Organisations should monitor their recruitment processes continuously to ensure their validity, and that they are non-discriminatory.

Selection processes should be based only on a candidate's:

- Ability to do the job.
- Ability to make a contribution to the organisation's effectiveness.
- Potential for development.

section 7 references

Information in this section draws on Michael Armstrong's *A Handbook of Human Resource Management Practice*, 9th Edition (Kogan-Page – London 2003) and also from the Chartered Institute of Personnel Development (CIPD) Factsheet on Selection (<http://www.cipd.co.uk/onlineinfodocuments/factsheets.htm>)

recruitment and selection procedure checklist template

To help you ensure that the process of selection, screening and recruitment of staff is consistent for all candidates, and is completed within the appropriate legislation, the following steps are offered as a checklist for good practice.

recruitment and selection process	date completed
1. Vacancy arises - do you need to recruit? Yes / No. If yes follow stages 2 to 20 below.	
2. Analyse the job; review the <i>job description</i> and <i>person specification</i> to ensure that they are still relevant and update if necessary.	
3. Agree interview panel and recruitment and selection timetable. Put key dates in diary e.g. closing date, short-list, interview date(s).	
4. Decide recruitment method; consider both in-house and external resources. e.g. local newspaper, professional journal, internet, Job Centre.	
5. Place advertisement with selected recruitment channel e.g. local newspaper, professional journal, internet, Job Centre.	
6. Respond to inquiries and issue information pack(s) – <i>application form</i> , <i>person specification</i> , <i>job description</i> , other information.	
7. Closing date. Collate <i>application forms</i> , CVs and short-list against <i>person specification</i> . Complete <i>short-list grid</i> .	
8. Make arrangements for the interviews (confirm panel, venue, selection methods and interview schedule). Invite the short-listed candidates and provide them with all relevant information.	
9. Complete interview process (conduct interview and any practical tests).	
10. Assess each candidate against the <i>person specification</i> to reach a decision on who is the best candidate. Complete <i>interview record form</i> .	
11. Make an offer to the successful candidate and ask them to complete a CRB disclosure request form. You should request references at this point (one reference must be from the current or most recent employer).	

<p>12. Carry out all the necessary checks against the required documents, taking photocopies as required.</p> <p>For example:</p> <ul style="list-style-type: none"> ■ any photographs are consistent with the appearance of the potential employee. ■ the date of birth is consistent with the appearance of the potential employee. ■ the expiry dates on any documents produced are not passed. ■ UK Government stamps or endorsements allow the person to do the kind of work offered. 	
<p>13. The details on the CRB form must be thoroughly checked before being sent off, to prevent any delays. The form must be fully completed, in black ink, block capital letters and details of the previous five years addresses given, with no gaps.</p>	
<p>14. A POVA first request is e-mailed five working days after the CRB form is dispatched.</p>	
<p>15. Work permit, Yes / No</p>	
<p>16. Once declarations are checked as positive, and references seen, issue <i>confirmation of employment letter</i>.</p>	
<p>17. Acceptance of offer received.</p>	
<p>18. Contact unsuccessful candidates (retain their files for six months following the recruitment process).</p>	
<p>19. Issue new employee with statement of terms and conditions of employment as soon as possible after their start date & in every case within eight weeks.</p>	
<p>20. A health questionnaire must be given to the new employee as soon as possible (preferably on their first day), for completion. The completed form is filed in a sealed envelope in the personnel file.</p>	

NB: All documents **highlighted** and in italics can be found in template form

recruitment and selection outline job description template

Job Location:

Job Title:

Reports to:

Responsible for:

Job purpose summary:

Duties and responsibilities:

This job description is intended to give the post holder an appreciation of the role envisaged and the range of duties. However, it is not exhaustive, and may be reviewed as required.

I have read and understood the above job description.

Employee's signature _____ Date _____

Employer's signature _____ Date _____

recruitment and selection sample job description - home manager

Job location:

Job title: HOME MANAGER

Reports to: The Registered Provider

Responsible for: Home Care staff (to be specified)

Job purpose/summary: To manage all aspects of the home's activity, to a high standard and in accordance with the directives of the Care Standards Act 2000, The Residential Care Home Regulations, the requirements of the Commission for Social Care Inspection and in accordance with the Home's philosophy.

Duties and responsibilities:

The home

- Ensure the application of the home's philosophy, in order to meet the aims of the home's Statement of Purpose.
- Ensure high standards of care are provided and maintained within current legislation and the organisation's policies.
- Manage the occupancy levels adequately and appropriately.
- Manage the financial and accounting aspects of the home according to the organisation's directives.
- Maintain up-to-date and accurate records as required for the effective and efficient running of the home, as may be required by the registering authority, and the organisation.
- Ensure the health, safety and welfare of individuals who use services and staff by implementing the relative legislation and requirements.
- Ensure the security of the premises.
- Use effective and appropriate quality monitoring systems in order to assess the home's activities with regard to its aims and objectives, as well as the individuals using the service and staff's satisfaction.

Staff

- Organise regular staff meetings and training sessions.
- Ensure that recruitment and employment policies and procedures are current and applied fairly and consistently.
- Supervise the duty rotas, ensuring that adequate cover is provided, and ensure that the workload is delegated appropriately, according to the assessed needs of the individuals using the service.

- Provide on-call cover, according to an established rota.
- Ensure that staff information is handled confidentially and in accordance with Data Protection legislation.
- Develop and implement a staff training and supervision programme so that staff are supported, and competent to perform the duties allocated to them.

People who use the service

- Produce and make available all necessary information to individuals who may use the service.
- Ensure that the admission procedure is followed, that full pre-admission assessments are performed, in order to assess individuals who use the services' needs and assure that these needs can be met prior to arranging an admission.
- Ensure that care is planned to meet their needs, that the care and needs are frequently assessed, and that all related written records are kept up-to-date.
- Ensure that the individuals' dignity and personality are respected, through the planning and delivery of all aspects of care and communication.
- Endeavour to meet the expectations of the person using the service with regard to lifestyle within the home.
- Supervise the planning and provision of activities.
- Create and maintain professional relationships with the individual using the service, their families, and all service providers external to the home.
- Ensure that the appropriate persons are informed in the case of significant developments in the individuals situation, according to the organisation's policy on communication and confidentiality.
- Ensure that the current procedure concerning the administration, ordering and storing of medication is followed.
- Investigate and respond to any complaints that may be received.

This job description is intended to give the post holder an appreciation of the role envisaged and the range of duties. However, it is not exhaustive, and may be reviewed as required.

I have read and understood the above job description.

Employee's signature

Date

Employer's signature

Date

recruitment and selection sample job description - care assistant

Job location:**Job title:** CARE ASSISTANT**Reports to:** The person in charge of the shift, the deputy matron, the Home Manager.**Responsible for:** N/A**Job purpose/summary:** To provide the day-to-day care of the individuals who use the service, in accordance with the home's philosophy of care.**Duties and responsibilities:**

- Assist individuals, in the activities of daily life, according to their needs and resources, and following their individual care plans according to the Home's philosophy of care.
- Know and respect the rights of individuals who use the service.
- Show respect for the individuals dignity and personality, in the delivery of care, and in both verbal and non-verbal communication.
- Observe and inform the person in charge, in the case of any alteration of the individuals needs, or state of health, whether physical, emotional, psychological or social.
- Record appropriate information and observations in the individuals care plan file.
- Act as key worker for a group of individuals using the service.
- Help to provide physical and mental stimulation, for individual service users and within the group.
- Carry out the diverse activities of duty in accordance with the Home's philosophy of care.
- Know and apply the current policies and instructions in the Home.
- Contribute to the maintenance of high standards of care and atmosphere within the Home.
- Assist in the maintenance of a safe and healthy working environment.
- Report any form of bad practice if genuinely suspected, or witnessed.
- Attend staff meetings and training sessions as required.
- Assist and facilitate the training of new staff members.

This job description is intended to give the post holder an appreciation of the role envisaged and the range of duties. However, it is not exhaustive, and may be reviewed as required.

I have read and understood the above job description.

Employee's signature:

date:

Employer's signature:

date:

recruitment and selection outline person specification

job title: _____

reports to: _____

specification headings	essential	desirable	how to assess
Experience: (Duration, type & level of experience necessary)			
Qualifications: (Number, type & level of qualifications. Equivalent experience, if appropriate)			
Skills, knowledge and attitudes:			
Personal qualities and behaviours:			
Constraints: (Factors which might prevent an individual carrying out the full duties of the job, e.g. unsociable hours, physical constraints, mobility inc. car ownership/use)			
Other Factors: (If any)			

prepared by: _____

date: _____

recruitment and selection sample person specification - home care manager

job title: Home Care Manager			
reports to:			
specification headings	essential	desirable	how to assess
Experience: (Duration, type & level of experience necessary)	Minimum 1 year's experience of staff and financial management Experience of completing assessments for individuals who use services	2 years' experience of managing a Home, within last 5 years (deputy manager, care manager, unit manager)	Application form Interview & References
Qualifications: (Number, type & level of qualifications. Equivalent experience, if appropriate)	1st level nurse for nursing home NVQ 4 Registered Manger's Award (RMA)		Proof of award e.g. certificate(s)
Skills, Knowledge & Attitudes:	Ability to express self verbally to staff and users Ability to communicate in writing concisely & effectively Ability to listen effectively Demonstration of sound and effective leadership skills Ability to make appropriate and effective decisions Ability to prioritise	IT literate e.g. ability to use Microsoft Word, spreadsheets Presentation skills	Interview, application form and relevant certification

Personal Qualities and Behaviours:	<p>Motivated & motivating</p> <p>Reliable</p> <p>Calm under pressure</p> <p>Willing to attend appropriate training and development to enhance personal skills and knowledge</p> <p>Ability to organise self and others</p>		<p>Interview and references</p>
Constraints: (Factors which might prevent an individual carrying out the full duties of the job, e.g., unsociable hours, physical constraints, mobility inc. car ownership/use)	<p>Driving licence</p> <p>Able to be flexible in hours</p> <p>Ability to assure on-call</p> <p>Lives within reasonable travelling distance</p>		<p>Interview and appropriate certification</p>
Other Factors: (if any)			

prepared by:	
date:	

recruitment and selection job application form template

application form				
surname:		first name:		
address:				
tel (home):	tel (work):	email (personal):		
position applied for:				
education				
dates		name of secondary school, college or university	main subjects taken	qualifications
from	to			
specialised training received				
other qualifications and skills (including languages, keyboard skills, current driving licence, etc.)				

employment history
 (give details of all positions held since completing full-time education, start with your present or most recent position and work back)

dates		name of employer, address and nature of business including any service in the armed forces	position and summary of main duties	starting and leaving rate of pay	reasons for leaving or wanting to leave
from	to				

supporting statement
 (please provide details of skills, knowledge and achievements which you feel are relevant to your application)

period of notice in current employment?

 Have you any holidays booked? YES / NO
 If YES please give dates:

references
 (please provide details of two referees including current/last employer)

contact details reference 1	contact details reference 2

Can we take up this reference before an offer is made? YES/NO	Can we take up this reference before an offer is made? YES/NO
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disability discrimination

The Disability Discrimination Act 1995 (DDA) protects disabled people. The DDA defines a person as disabled if they have a physical or mental impairment, which has a substantial and long term (i.e. has lasted or is expected to last at least 12 months) and adverse effect on the person's ability to carry out normal day-to-day activities.

The list below contains examples of the types of impairment:

- Physical impairment, such as difficulty using your arms or mobility issues which means using a wheelchair or crutches.
- Sensory impairment, such as being blind/having a serious visual impairment or being deaf/having a serious hearing impairment.
- Mental health condition, such as depression or schizophrenia.
- Learning disability such as dyslexia or cognitive impairment such as autism.
- Long-standing illness or health condition such as cancer, HIV, diabetes, chronic heart disease, or epilepsy.
- Other, such as disfigurement.

Do you consider yourself to be disabled?

YES / NO

If you have answered YES do you require any particular facilities or adjustments to assist you:

A. To attend the interview?

YES / NO

If YES please provide details: _____

B. If you are offered employment?

YES / NO

If YES please provide details: _____

DECLARATION

I certify that all the information contained in this form and any attachments is true and accurate and correct to the best of my knowledge. I realise that false information or omissions may lead to dismissal, without notice.

Signed _____

Date _____

(...company name) is registered under the Data Protection Act to hold information about employees. The information provided on this form will be used as part of our selection process and will be retained for a period after the selection process has been completed.

equal opportunities monitoring

(...company name) is committed to the principle of equal opportunities in employment. We aim to ensure that all employees are recruited, trained and promoted solely on the basis of their skills and attributes.

We are committed to best practice recommendations that employers should regularly monitor the effects of selection decisions to assess whether equality of opportunity is being achieved.

For this purpose, we ask you to choose one option from each of the sections listed below and then tick or place an X in the appropriate box. The information you provide will not be made available to those involved in the recruitment process. It will be used solely for the purposes of equal opportunities monitoring.

1. your age

16 - 24		25 - 34		35- 44		45 - 54		55 -64		65 +	
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2. your ethnic group

These are based on the Census 2001 categories and are listed alphabetically.

Asian, Asian British, Asian English, Asian Scottish or Asian Welsh

	Bangladeshi		Indian		Pakistani
	Any other Asian background - specify if you wish:				

Black, Black British, Black English, Black Scottish or Black Welsh

	African		Caribbean
	Any other black background - specify if you wish:		

Chinese, Chinese British, Chinese English, Chinese Scottish or Chinese Welsh, or other ethnic group

	Chinese		Any other Chinese background - please specify if you wish:
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Mixed

	White and Black African		White and Black Caribbean		White and Chinese
	Any other mixed background - specify if you wish:				

White

	British		English		Irish
	Scottish		Welsh		
	Any other white background - specify if you wish:				

3. your gender

female		male		prefer not to say	
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Do you identify as transgender?

For the purpose of this question “transgender” is defined as an individual who lives, or want to die, full time in the gender opposite to that they were assigned at birth.

yes		no		prefer not to say	
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4. your religion or belief

Which group below do you most identify with:

	No religion		Baha'i		Buddhist
	Christian		Hindu		Jain
	Jewish		Muslim		Sikh
	Prefer not to say		Any other religion - specify if you wish		

5. your sexual orientation

	Bisexual		Gay man		Prefer not to say
	Gay woman / lesbian		Heterosexual / straight		
	Other - specify if you wish				

Thank you for taking the time to complete this form.

recruitment and selection short-listing grid template

job title:	
reports to:	

specification headings	specification for this job	essential / desirable	covered in	candidate 1 meets criteria?	candidate 2 meets criteria?	candidate 3 meets criteria?	candidate 4 meets criteria?
Experience: (Duration, type and level of experience necessary)		E					
		D					
Qualifications: (Number, type and level of qualifications. Equivalent experience, if appropriate)		E					
		D					
Skills, knowledge and attitudes		E					
		D					
Personal qualities and behaviours		E					
		D					

<p>Constraints:</p> <p>(Factors which might prevent an individual carrying out the full duties of the job - e.g. unsociable hours, physical constraints, mobility inc. car ownership/use)</p>					
<p>Other factors:</p> <p>(if any)</p>					

prepared by:	
date:	

recruitment and selection sample short-listing grid - home care manager

specification headings	specification for this job	essential / desirable	covered	candidate 1 meets criteria?	candidate 2 meets criteria?	candidate 3 meets criteria?	candidate 4 meets criteria?
Experience: (Duration, type and level of experience necessary)	Minimum 1 year's experience of staff and financial management Experience of completing assessments for individuals who use services	E	Application form/ Interview /Referees				
	2 years' experience of managing a Home, within last 5 years (deputy manager, care manager, unit manager)	D	Application form/ Interview /Referees				
Qualifications: (Number, type and level of qualifications. Equivalent experience, if appropriate)	1st level nurse for nursing home NVQ 4 Registered Manger's Award (RMA)	E	Application form/ proof of award				
		D					
Skills, knowledge and attitudes:	Ability to express self verbally to staff and users Ability to communicate in writing concisely & effectively Ability to listen effectively Demonstration of sound and effective leadership skills Ability to make appropriate and effective decisions Ability to prioritise	E	Application form / Interview				
	IT literate e.g. ability to use Microsoft Word, spreadsheets Presentation skills	D	Application form / Interview				

Personal qualities and behaviours:	Motivated & motivating Reliable Calm under pressure Willing to attend appropriate training and development to enhance personal skills and knowledge Ability to organise self and others	E	Interview / References				
	Minimum 1 years' experience of staff and financial management Experience of completing assessments for individuals who use services	D	Application form/ Interview/ Referees				
Constraints: (Factors which might prevent an individual carrying out the full duties of the job - e.g. unsociable hours, physical constraints, mobility inc. car ownership/use)	Driving licence Able to be flexible in hours Ability to assure on-call Lives within reasonable travelling distance						
Other Factors: (if any)	None						

prepared by:	
date:	

recruitment and selection interview record form template

candidate:		
question	evidence	score 1-3
Total:		

Signature of interviewer: _____ Date: _____

recruitment and selection confirmation of employment letter template

Date:

Dear

Re: Position of.....

Following your interview with (...*name of person*) on (...*date*), I am pleased to offer you the position of (...).

This offer of employment is made subject to:

1. Receipt of references satisfactory to the company;
2. Disclosures from the Criminal Records Bureau and POVA list which do not reveal any relevant entries; and
3. Provision of documents that confirm your eligibility to work in the UK (specify documents required and whether these should be forwarded when accepting offer or produced on first day of work).

As agreed, your (salary/rate of pay) will be (£.....*per hour / per annum*), payable monthly / weekly in arrears, by direct bank transfer and will be reviewed in (...*state period of time*).

Your hours of work will be based on a working week of (...*hours*), between (*Monday - Sunday*). However, given the nature of this occupation it may prove necessary to vary (...*hours/periods*) worked.

Your annual holiday entitlement will be (...) days per year (*including bank holidays/in addition to bank holidays*). You may be required to work bank holidays.

You will receive a statement of terms and conditions of employment within eight weeks of your start date.

I look forward to contacting you in the very near future to arrange a commencement date. In the interim, can you please sign the copy of this letter which is attached as your acceptance and return it to (...*name of home*).

Please do not hesitate to contact us if you require further information. I look forward to you joining us at (...*name of home*).

Yours sincerely

Home Manager

Signed by applicant: _____ Date : _____

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