

Recruitment Guide



Recruiting new staff members is not as straightforward as it sometimes seems. There are many things you need to consider to ensure you employ the best person to do the job, and to be sure you do this legally.

The first thing to consider when appointing someone is how long it actually takes. The process involves several stages, all of which can be time consuming.

From the moment you realise you need to recruit a new member of staff there are a series of steps you will have to take:

1. Forms: Job Description, Person Specification, Application Form, Monitoring Form

Even if this recruitment is replacing an existing person, you should review the job description and person specification to ensure it is appropriate and up to date.

2. Pay: Job Evaluation, Market, Equal Pay

How much are you prepared to pay the new post holder? You will need to check the 'going rate' for jobs (with similar organisations to yourself), and you should consider having the post properly evaluated.

3. Advertising: Press, Internet, Word of Mouth

There are many different ways of advertising - through the press, via websites, through internet mailing lists. You will need to advertise for long enough for people to see the advertisement. It is a good idea to also advertise as widely as you can to attract as wide a group of suitable applicants as possible and to consider using words and images that reflect a diverse community.

4. Panel: Appropriate, Expert

You should be sure that the panel you put together to recruit has appropriate interviewing skills and/or experience, and includes at least one person who has a good understanding of the job. It may be you need to get outside help with this, and fixing a panel's timetable can be tricky.

5. Short listing: Scoring Systems

Before interviewing you will need to get the panel together to look at the applications received to make a shortlist, using a consistent scoring system. You will need to find a time when they can all do this.

6. Interviewing: Fairness, Scoring, Presentations

You will of course have to set aside another date for interviews, making sure all the panel can attend.

7. Appointment

Once you have decided on who you want to appoint, you will have to offer the job to them, give them a chance to mull it over (if they need the time), and give notice to their existing employer.

8. References

Obviously you should not let someone start work for your organisation until you have collected references that you are happy with, checked eligibility to work in the UK or completed legally required checks such as Disclosure and Barring Service (DBS) checks (see Page 15 below)

Let's look at a possible timeline below:

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
Forms	Yellow	Yellow										
Pay		Orange	Orange									
Advertising				Blue	Blue	Blue						
Panel			Magenta	Magenta								
Shortlisting							Green					
Interviewing								Grey				
Appointment									Cyan	Cyan	Cyan	Cyan
References										Dark Green	Dark Green	Dark Green

The above timeline assumes the following:

1. You can overlap the putting together of the forms and getting the pay level sorted.
2. The putting together of the panel is done in a time-efficient way, in that it does not add to the timescales such as requiring extra time for training participants or to fit round their availability
3. The shortlisting and interviewing can be sorted over a period of two weeks (this includes time to write to candidates to ensure they can attend interviews)
4. The person appointed accepts the job offer and only has to give one month's notice, and
5. The collection of references can be done in this notice period.

Even with all these assumptions the whole thing, start to finish, will take twelve weeks. So from the moment you decided to appoint someone and the moment you appoint, you can assume a period of at least three months. And don't forget, things can take longer: a person may have to give two months' notice, panels may not have dates that fit together, holidays may interfere, you may have to wait for references and (worst of all) no one good enough may apply.

There might be other things to consider, too: for example if the post is with children or vulnerable people you may need to get an enhanced disclosure check through the Disclosure and Barring Service which can take time to arrive.

You also need to check someone's eligibility to work in the UK by checking their passport or the appropriate immigration certificates and work permits etc. (more information from the UK Border Agency at www.bia.homeoffice.gov.uk/employers/preventingillegalworking/).

Another thing to consider is timing: having worked out the flow chart above, is week 4, when the advert goes out, in the middle of the Christmas

holidays? Are you holding interviews in the middle of August when people may be on holiday?

Job Descriptions

A Job Description should list all the things a person is expected to do in a job, to whom they are responsible, and who they are responsible for. It should also list those people that the post holder is expected to communicate with, and their place within the organisation's structure.

When putting together a job description, be thorough, and be sure you do not leave anything out - but ideally job descriptions should not be more than 2 sides in length. They should not list all the details of how the person will be carrying out their duties. These sort of details can be discussed and outlined in a work plan once the post holder is in place.

It may help to consider the following headings when preparing your job description:

- Job Title
- Organisation
- RELATIONSHIPS WITH OTHERS
 - Reporting relationships (e.g. Accountable to Chair of Trustees)
 - Supervisory relationship
 - Liaison internal to the organisation
 - Contacts and liaison outside the organisation
 - Co-ordinating relationships
- JOB CONTENT
 - Tasks and duties - consider level of responsibility, importance of tasks, how often performed
- WORKING CONDITIONS
 - Physical environment
 - Social environment (e.g. alone or with group)
 - Usual time of work
 - Salary and benefits (including holiday)

Person Specification

This is where you describe the ideal person you want to recruit to carry out the job.

Once you are sure you have listed all the things a person is supposed to do in a job, you can then list the type of knowledge, experiences, skills and qualifications they need to carry out the job. For example, a job description might include:

- Advising clients of their welfare rights
- Producing guidance sheets

The person specification should then include the appropriate knowledge, experience, skills and qualifications necessary to be able to do these things, such as:

- Knowledge of welfare rights
- Experience of advising others
- Experience of producing written documents for publication

And might also include some general skills that you know will be absolutely relevant and appropriate:

- Good communication skills
- Good writing skills
- Experience of working with a diverse community

Cover everything, but be sure you do not discriminate, unless there is a Genuine Occupational Requirement (GOR), where the employer can show that possessing a particular protected characteristic is crucial for a job and proportionate.

Eg: It may be a GOR to speak Spanish but it would not be a GOR to **BE** Spanish.

One example of a fair use of the Genuine Occupational Requirement given by the Equality and Human Rights Commission is:

“A women’s refuge may want to say that it should be able to employ only women as counsellors. Its client base is only women who are experiencing domestic violence committed by men. This would probably be a genuine occupational requirement.”

You should also be careful about not discriminating indirectly, asking for experience that only one particular group could (or be more likely) to meet. For example, there is no longer a minimum height requirement for policemen as this was found to discriminate against specific racial groups.

With age discrimination legislation, you should be careful about asking for a specific number of years’ experience. Be careful also in terms of the qualifications you are asking for: make sure they are not disadvantaging people of different ages. Make sure any qualifications you are asking for are current, relevant, necessary and consider whether there are alternatives.

It may help to consider the following headings when preparing your person specification:

EXPERIENCE

(what type? Paid or unpaid?)

SKILLS AND ABILITIES

(distinction between skills - already got e.g. typing and abilities - could acquire such as e.g. ability to communicate with wide range of audiences. Also to indicate level of competence e.g. basic knowledge of xx or willingness to learn)

KNOWLEDGE

Knowledge of legislation relevant to service provision or management

Knowledge of particular areas of expertise

EDUCATION/TRAINING

(only if absolutely essential)

[otherwise put 'no specific education or training required' and 'no specific qualifications required'.]

PERSONAL ATTRIBUTES

(e.g. strength, ability to lift, willingness to work in a hectic busy environment or on one's own)

OTHER REQUIREMENTS

(e.g. travel, working evenings, weekends, driving licence, knowledge of local area, services etc. but only if absolutely essential, languages)

Legal requirements (e.g. Enhanced DBS check for working with vulnerable adults)

Application Forms

Having an application form rather than allowing people to send in CVs and/or letters of application makes sure that you receive the information you want to receive, and makes it easier to compare one application to another.

An application form should include space to ensure that you have all the details you need. A sample application form is attached as an appendix.

Monitoring

Along with Application Forms you send out you should also send a monitoring form. On this form you should have space for applicants to record their age, their sex, if they are a disabled person, race etc. The information is to enable you to see how successful you are at recruiting from all sections of the community. If the monitoring shows, for example, that you have only received applications from white men, you would then know you need to do something about your recruitment practices - and then the next time you recruit, you can check on your progress as an equal opportunities employer.

Therefore you should keep monitoring forms separate from application forms and they should not be passed on to recruitment panels, and form no part in influencing who is appointed. This should also be made clear to applicants.

A model monitoring form is attached as an appendix.

Pay

How do you know how much to pay someone? How do you decide at what rate you are going to advertise a job?

In making the decision there are a couple of things you need to consider. For most jobs there is a market rate: the amount of money you have to pay to get a worker with the right amount of skills, ability and experience to do the job you want done. For example, you would expect to pay more money for a lawyer than for a cleaner.

For workers in particular sectors there are often different pay rates set out in pay scales. The pay rates in these scales are determined nationally by national negotiations between employer and employee representatives. The one most commonly used by the voluntary sector is the Local Government Pay Scale, commonly known as the NJC (short for National Joint Council - for Local Government Employees).

To help you determine what the correct rate you could check what other people are paying for a job, or you could use a system known as Job Evaluation. This looks at all the factors that make up the job, and comes up with an appropriate pay level. LVSC's PEACe service offers a Job Evaluation system, based on the local government scheme but specially adapted for the voluntary sector that can help you do this. It uses the NJC pay scales - more details from PEACe.

It is also important to consider whether you are paying the 'going rate' - so check with other organisations, or simply check job advertisements in publications such as the 'Guardian' or 'Third Sector'.

Finally you should consider whether you are possibly discriminating. Some jobs are traditionally occupied by a section of the community and you should be sure that if your job is one of these posts you are paying a wage for a post that compares appropriately in your organisation. An example might be a childcare job, traditionally more likely to be held by a woman.

Job Sharing

Job sharing is a way of working where two people share the responsibilities of one full time job. This may involve each performing the full range of duties, picking up where the other left off. Alternatively specific duties can be divided between them, building on their individual skills. A job sharer

has the same rights e.g. pay, holidays, benefits, as a full time worker but on a proportional basis, according to the hours worked.

Job sharing can be a very positive experience for employers. Job sharing provides two sets of skills and experience within one post. These might be contrasting skills, which together can provide a more effective service.

Usually only one partner at a time will be at work, but it would be possible for both to be there at peak periods. Sharers can often provide cover for each other, during sickness or leave, allowing work to continue and for expertise still to be available. Many sharers are willing to increase their hours temporarily or take on other duties, when their job share partners are absent for longer e.g. maternity leave, long term illness, although care must be taken to avoid undue pressure or unrealistic work loads on the remaining job share partner.

Additional costs in employing job sharers are not excessive. Job sharers are treated as individuals in terms of National Insurance contributions, and contributions are likely to be lower than for one full time worker.

If someone who applies for a job wishes to job-share you should give this full consideration. You should not rule out the possibility of job sharing unless you can objectively justify it.

To give some guidance on how to consider this, it is worth knowing that an employee who cares for children aged under 17 or under the age of 18 if the child is disabled, or who cares for an adult, has a statutory right to request flexible working arrangements, and an employer can only reject it on the following grounds:

- the burden of additional costs
- the detrimental effect on ability to meet customer demand
- the inability to reorganise work among existing staff
- the inability to recruit additional staff
- the detrimental impact on quality
- the detrimental impact on performance
- insufficient work during the hours the employee proposes to work
- planned structural changes.

Applicants for a post wishing to job share should be interviewed individually through the normal selection procedure. Their suitability for the complete post should be assessed on the basis of their individual merits, according to the selection criteria applied to all other candidates for the post.

If a single job-sharer is appointed, whether through a separate or joint application, the remaining hours of the post should be advertised in the normal way.

Advertising

Where?

There are many places you can advertise a job. As already mentioned there are specialist job advertising slots for the voluntary sector in the 'Guardian' and in 'Third Sector' magazine, and there might be specific trade magazines or newspapers that it might be appropriate for you to advertise in: such as 'Children & Young People Now' for a youth worker, or 'Nursing Times' for a nurse, or the 'Times Educational Supplement' for a teacher.

There are also websites you can advertise in, some specialist charity recruitment websites, some related to publications such as the 'Guardian', or others that are free. There are also numerous free opportunities to advertise via internet email lists: at local and national levels. Your CVS may be able to help with this.

You need to be sure that your choice of where you advertise does not discriminate. Do not choose only one advertising opportunity that limits the type of people that can apply. For example, to advertise a job only in a 'youth' based publication may be discriminatory towards older people.

If a post is open to job share then the advertisement should include the statement: "Applications for job share will be welcomed". Where a post has not been examined to determine its suitability for job share the advertisement could state: "Applications for a job share will be considered".

What information?

There are some details that always need to go in an advertisement: the title of the job, the name of the organisation, the details of where to apply to and the deadline for when anyone can apply. It is also advisable to put in the details of terms and conditions that might make the job attractive: i.e. the salary, paid holiday entitlements, pension entitlements or whatever you offer.

Other details you put in should be taken from the job description and person spec: to briefly state what the job is, and who should apply. Again, you should be careful not to include anything in the advertisement that might indirectly discriminate. Asking for someone who is 'energetic' for example might suggest that you are only looking for someone young, whereas, asking for someone 'mature' might do the opposite.

Genuine Occupational Requirements

There are certain times when you are allowed to discriminate in recruitment - the Equality Act implemented in October 2010, includes occupational requirements covering sex, race, disability, religion or belief, sexual

orientation and age, or not being a transsexual person, married or a civil partner.

Therefore you might see the relevant section of the legislation quoted in an advert for a Black, female worker providing care services for Black women. In the Equality Act, a suitable reference may be: “Sch.9, part 1 of the Equality Act 2010 applies to this post”, which refers to the correct part of the law where it covers occupational requirements.

All such advertising should quote the relevant section, and you would be advised to check whether it is appropriate and legal to advertise for a specific characteristic before doing so, to ensure there is a legally acceptable genuine occupational requirement.

Panels

Right near the start of the process you will need to put together a recruitment panel. Ideally this should include a cross section of representatives of your organisation, and of the people likely to apply. It should also include people who know about the organisation (and are thus able to answer applicants’ questions), and understand the requirements of the advertised job. This may make it sound like that you need a huge number on the panel, but this is not the case. The basic principle is that one person should not be doing all the recruitment on their own.

Don’t make shortlisting and interviewing panels too big, or too small (3 is perfect). Too big and the process becomes unwieldy, and intimidating for those you are interviewing. Too small and the principles of equal opportunities could become undermined, with individual personal preferences outweighing objective analysis.

If possible the interview panel should contain a mix of gender and ethnicity.

Whoever you eventually get together, ensure that the panel understands the recruitment process, and ensure that you can arrange appropriate dates for shortlisting and interviewing.

Shortlisting

The importance of having an accurate, useful person specification cannot be underestimated.

Using the application form, you hope that each applicant has addressed all the points on the person specification to help you see how closely they match with your ideal person (i.e. someone who matches all the points on the person specification). To shortlist applications you should read their application forms and decide whether they meet the requirements in the person specification.

It is common practice to use a scoring system to help you do this: to give someone a mark of 5, say, if they fully meet a specification, and 0 if they do not. The numbers in between allow you to judge if they have partially met the requirements. Do this for each element and you should have a score for each candidate. You can use this to decide which are the best candidates on paper, and who you wish to interview.

However you should be cautious if someone scores high but scores a 0 in one or more areas. If they cannot meet a vital requirement of the job (for example an understanding of equal opportunities issues) it may be inappropriate to put their application forward to the next stage.

Be sure that you implement the system fairly, without discrimination. It is a good idea to cross-check results and review your decisions to be sure.

It is also good practice to remove all personal details from the application forms received so that the people who are shortlisting do not know or have less information to guess about an individual's gender, race, age etc. Application forms and personal details can be marked with a number so that they can be matched up once shortlisting has been completed.

Interviewing

The same panel that shortlisted should also interview, to ensure fairness and consistency. Work out your questions in advance, using the person specification to guide you. The questions you ask should help you decide whether the candidate meets the requirements set out in the person specification, but there is no point in wasting time asking questions that will have already been answered in an application form.

It is often useful to ask applicants questions around how they would deal with specific situations relevant to the job, where they can use their past experience to demonstrate their suitability. Make sure you ask each candidate the same questions - otherwise you don't get an accurate or fair picture of each candidate's suitability. The only variation to this is when you might ask a supplementary question to amplify and clarify a candidate's answer.

It is a good idea to spread the questions around the panel to make sure each panel member takes part in the process, and that the person being interviewed doesn't concentrate all their attention on one member of the panel. Try and start with an easy question that will give the candidates a chance to relax.

Ensure the questions you ask are relevant to the job: don't ask personal questions that are totally irrelevant and could discriminate against individuals. For example, the fact of whether someone is married or has children does not affect their suitability for the post, nor does their age, their sexual orientation etc.

Allow time in an interview for a candidate to ask you questions. There may be things they wish to know about the job, the organisation, or the terms and conditions that will help make their mind up about whether they want the job. The questions they ask should not form part of the selection process.

Tests and presentations

It is quite common and sometimes useful to ask candidates to do more than just answer a series of questions at an interview. It may be that you wish to test a particular aptitude for the job, such as the ability to make a presentation, or wish to test candidates' knowledge of specific issues. It is a good idea to run these tests before the actual interview, otherwise you could find the person being interviewed is overly worried about the forthcoming test which prevents them from performing in an interview.

Nerves

One of the key problems with interviews is that candidates are often very nervous, and this can affect how they present themselves. This should not have too much effect on how you select a candidate, because nervousness in an interview may not translate into any other area of their life or work.

To help alleviate this issue you should try and set candidates at ease, and always be sure to make the environment as comfortable as possible (within the formal requirements of the process). Make sure you have water available for candidates, as well as the panel.

Appointment

So having completed the interview process you should be able to decide who you wish to offer the post to. Sometimes it happens that none of the candidates meets your requirements, in which case there is little alternative to advertising again, and lengthening the whole process.

Sometimes there is more than one candidate suitable to offer the job to, and it is important if this occurs that you review the scores given by the panel, and make an objective decision, not based on any discriminatory factor.

However, under the Equality Act it is lawful to take positive action to prefer a person with a particular protected characteristics if two candidates are equally qualified. However employers should still appoint the best person for the job, even if the best person does not have the particular protected characteristic that they are targeting.

As well as this exception, equality law allows you to treat a disabled person better - or more favourably - than a non-disabled person. This recognises that disabled people face a lot of barriers to participating in work and other activities.

More information is available from the Equality and Human Rights Commission at www.equalityhumanrights.com

Assuming you have chosen someone the first thing you should do is offer them the post, subject to receipt of references (see below). Ideally you should do this verbally, and confirm in writing. Let other applicants you interviewed who will definitely not be offered the job know, hold back on any candidate you may have as a second or third choice. Once you have heard from the successful applicant if they accept the post, let your reserve candidates know they are unsuccessful.

Get a likely start date from the successful applicant, and issue a contract conditional on references that are satisfactory to you and conditional on any other checks you require such as a DBS disclosure check. This provides an opportunity to agree terms and iron out any difficulties before employment starts. Then immediately start the process of gathering references.

References

Don't finally confirm an appointment until you have received written references. The candidate you want to appoint might have seemed marvellous in the interview, and in all probability will be fine - but it's worth hanging on to check everything is as it seems to be.

Once you have received a satisfactory reference you can then confirm that person's appointment.

References should be obtained from a previous employer and/or other appropriate person: usually applicants will give you details of who to contact for these references on their application form. (See model application form).

When collecting references you should write to applicant's referees giving them details of the job they are applying for, and request details that will help reassure you that you have appointed the correct person. You may wish to ask specific questions regarding an applicant - for example it is normal practice to query an applicant's sickness and reliability record.

But remember that it is unlawful under the Equality Act to ask health-related questions about an applicant **before** a job offer is made (unless the question is to establish whether the person can carry out some intrinsic function of the job or to find out if the applicant is disabled and what reasonable adjustments are required to assist them during the recruitment process).

Remember also not to ask anything that may potentially discriminate, and also remember that anyone writing a reference would be extremely careful about offering a negative opinion - what they should be giving you is factual information.

A reference should be true, accurate and fair. It does not have to be full and comprehensive but overall it must not give a misleading impression. It might be useful for you to have a policy that would identify who would give references and in what format in future when employees eventually leave your organisation.

Eligibility to work in the UK

All the staff that you employ have to have a legal right to work in the UK. The law says it is your responsibility to check that people you recruit have the appropriate rights. You do this by checking they have the correct documentation. You can find out what documentation is acceptable by checking the following Government website:

www.bia.homeoffice.gov.uk/employers/preventingillegalworking/

or by telephoning the **Employers' Helpline** on **0300 123 4699**

DBS Checks

If the post you are recruiting to involves the employee working with children or other vulnerable people it is your responsibility to ensure that the person you recruit is suitable.

The Disclosure and Barring Service (DBS) exists to help you check this. The role of the DBS is to reduce the risk of abuse by ensuring that those who are unsuitable are not able to work with children and vulnerable adults. You should be able to get this check done via an umbrella body. For details of this and how to proceed go to the Businesslink website at www.businesslink.gov.uk/crb or call **0870 90 90 811**.

When things go wrong

1. Bad references

If you receive a reference that indicates there is a problem with the person you want to appoint you would be advised to check with the person who wrote the reference to ensure this was their intention. Depending what the issue is, you also might want to talk to the applicant about the issue. For example, if the problem was about a long-term sickness, is it now resolved?

If the reference is poor, and you are not satisfied that there are mitigating reasons for this, then you should not appoint the person. They are likely to want to know why you are not confirming them in appointment, and you should inform them that a problem was indicated in the reference.

Under the provisions of the Data Protection Act you are obliged to show the reference to the potential employee should they request it, unless the reference contains details that could breach someone else's confidentiality rights under the Data Protection Act. In practice this means you should take care to blank out the names of anyone mentioned in a reference other than the applicant's.

2. Discrimination claims

Candidates who are not appointed may want to know the reason why. It is advisable to explain precisely why, and, ensure you have kept short-listing and interview records properly. If someone believes that they have not been appointed because they have been discriminated against it is their right to take their case to an employment tribunal. Should this happen you are advised to seek legal advice.

3. No one appointed

Sometimes you can go through a lengthy recruitment process, but at the end of the day, not appoint anyone. The most likely reason for this is that you did not receive applications from anyone suitable for the job. If this happens it is advisable to review how you carried out the process.

Did you advertise in the right places? Was your timing OK? Are you offering the correct salary? Have you put things in the job description that put people off?

Check where the process failed - did enough people ask for application packs but forms not get sent back? Did people who looked good on paper turn out to be awful in interview? Check everything that happened before you start again - you may want to change something you did in your process.

On the other hand, you may have done nothing at all wrong, and may just be unlucky.

Other issues:

Internal Appointments

Do you have a special policy regarding internal candidates? If you are advertising a job at the same time as making a worker redundant you should consider whether that person could be redeployed to the vacant post. You have a legal obligation to consider alternative employment and not make redundancies if you do not have to. It is therefore important to check if there is any suitable alternative work within your organisation for people facing redundancy.

Even if that is not the case there may be employees in your organisation who may be interested in applying for the post. There are a variety of possible policies you could have for dealing with this situation. You could give internal applicants a first chance by having an internal process prior to advertising publicly. You could have a policy that guarantees all internal candidates an interview. Or you could have a policy that requires internal candidates to apply for posts in the same way as external candidates. The last option is probably the fairest solution, as the other ways may inadvertently discriminate if your existent employment pool is mostly one race, gender, age etc.

Whichever policy you choose you should endeavour to apply it consistently.

Recruitment consultants

One option you may consider is using Recruitment Consultants. The advantage in using a recruitment consultant is the reduction in work - someone else handles sending things out and getting things in and organising panels etc. Recruitment consultants usually also have a large database of potential applicants, so this will widen the reach of your advertising.

The disadvantage in using a recruitment consultant is the cost: Recruitment Consultants generally charge about 20% of the gross annual salary of the post being advertised. For example, if you are advertising a post at £30,000 a year, a recruitment consultant's charges will be approximately £6,000.

In addition to this you will have to pay advertising costs. See below.

Costs

Assuming you do it yourself there are various costs involved in recruitment. Most obvious is advertising. A small advertisement in the 'Guardian' (still the most popular place for voluntary sector job adverts to be placed) will cost you normally between £1,000 and £2,000 - assuming you get a charity discount.

Add to that any advertisements you may place in specialist press and local papers, the cost of advertising could be £3,000 or more. In addition to advertising there are costs for photocopying job descriptions, person specs and application forms, postage costs for sending out application packs, room hire costs for holding interviews and, not least, time (staff or volunteer) for carrying all this out. Recruitment is not a cheap business.

Access issues

When recruiting new staff you should give full consideration to access issues. What adjustments are reasonable for you to make to ensure you can employ disabled people?

Similarly, what adjustments can you make to ensure the application process is accessible. Can you supply information in other languages? In large print? In braille? Will you accept applications made on tape? In normal circumstances it is not unreasonable to supply application material in large print if requested, whereas it may be too difficult and expensive to supply material in Braille or on tape. If you can offer materials in large print, do not forget to say you can.

In terms of interview, is your interview venue physically accessible? Is there a loop system you can use? Be sure you are making appropriate reasonable opportunities available for all candidates. Think about offering alternative venues for an interview if your normal venue is inaccessible.

Be sure to ask your candidates what their specific access needs are, and make reasonable adjustments to meet those needs.

Appendix 1: After you have appointed

Induction

When someone starts their new job, you will need to help him/her to learn about the job and different aspects of the organisation he/she has joined. Prepare induction material before the new employee starts - this should include lists of contacts, information about the organisation not already distributed etc.

It should also include copies of all the organisation's policies and procedures: for example the Health & Safety Policy, Equal Opportunities policy etc. This should also include the Statement of Terms and Conditions of Employment (Contract of Employment) if not provided already.

Spend some time helping a new employee to settle in. Introduce them to as many relevant people as possible, and if necessary, set up appropriate meetings to take place in their first couple of weeks of work. Make sure someone is available to help the new employee - to answer questions about how the organisation functions, and to show him or her around, pointing out useful and practical information.

Sometimes it is a good idea for another member of staff to 'buddy' the new employee, to keep an eye on and to support him/her in their new role.

Probation

The first few months (usually three to six) of employment should be a probationary period, which should include regular supervision and support for the new employee.

All supervision sessions should be recorded, and the notes kept on file. The probationary period should be characterised as a period when particular

support is given to an employee, but also as a period when both the employee and the employer have a chance to change their minds if everything is not working out. This does not mean that proper procedures for discipline or capability should not be followed - although they might be briefer than procedures for employees who have completed the probation period. Whatever process you use, make sure you follow what is laid out in the contract.

Once the probation period has been completed to everyone's satisfaction, an employee should be informed that the probation period has been successfully completed.

If things don't work out you will have to give the employee notice. This should never come as a surprise, as you should have been properly supervising them throughout and have received regular feedback on whether their performance and conduct has been up to the standard expected of them; they should be entitled to an appeal, and to representation.

Full guidelines on the probationary period are available from PEACe.

**Appendix 2:
Model Application Form**

CONFIDENTIAL

Post Title:

Ref:

SURNAME:	FIRST NAMES:
ADDRESS:	TELEPHONE NUMBER (Home):
	TELEPHONE NUMBER (Work):
	TELEPHONE NUMBER (Mobile):
	EMAIL ADDRESS:

PLEASE INDICATE THE PERIOD OF NOTICE YOU ARE REQUIRED TO GIVE:	
JOB SHARING:	
Do you wish to job share	Yes <input type="checkbox"/> No <input type="checkbox"/>

DECLARATION	
Are you related to or have a close relationship with any _____ employee?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are you related to or have a close relationship with any Board Member?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are you eligible to work in the U.K.?	Yes <input type="checkbox"/> No <input type="checkbox"/>

This page is not seen by the interviewing panel

<p>REFERENCES: (SEE NOTE 8) PLEASE GIVE THE NAMES AND ADDRESSES OF TWO REFEREES (ONE OF WHOM SHOULD BE YOUR PRESENT OR LAST EMPLOYER).</p>		
	1	2
NAME:		
POSITION:		
COMPANY/ ORGANISATION:		
ADDRESS:		
PHONE:		
IN WHAT CAPACITY DO YOU KNOW THIS PERSON		

<p>IF YOU HAVE BEEN CONVICTED OF A CRIMINAL OFFENCE WHICH IS NOT SPENT, AS DEFINED BY THE REHABILITATION OF OFFENDERS ACT 1974, PLEASE GIVE DETAILS:</p>

As part of our recruitment and equality monitoring processes we will collect and store sensitive data about you. We are required by law to obtain your consent to such data being recorded. Sensitive data is defined under the Data Protection act as personal information relating to any of the following: racial or ethnic origin, political opinions, religious or other beliefs of a similar nature, trade union membership, physical or mental health, sexual life, offences and / or convictions.

By signing this form I give my consent to sensitive personal information being recorded and stored under the Data Protection Act 1998 on the understanding

that it will be to determine my suitability for this post and to provide monitoring and statistical information on recruitment and equalities at _____.

I understand that in order to take up appointment I must first provide _____ with evidence of my eligibility to work in the U.K.

I declare that, to the best of my knowledge, the information I have given on this form is true and complete. I am aware that some of the information may be checked. I understand that my application is liable to be rejected, or if I have been appointed, that I am liable to be dismissed if any of the information is found to be false, or if there is any wilful omission or suppression of any material fact.

SIGNATURE OF APPLICANT: _____

DATE: _____

This page is not seen by the interviewing panel

EQUAL OPPORTUNITIES MONITORING FORM

This information will be used solely to monitor the effectiveness of our recruitment policies and procedures. The information will not be used in assessing candidates and will not be seen by the recruitment panel.

If you are short-listed for test and interview and you are disabled, please inform us separately of any requirements you may have, e.g. car parking, access requirements, sign language interpreter, etc., and we will endeavour to provide them.

Please tick the appropriate boxes below.

For Office Use Only -
Applicant Number:

POST APPLIED FOR:

REF:

DATE OF BIRTH:

Day:

Month:

Year:

AGE CATEGORY

Under 25

25 - 50

Over 50

GENDER

Male

Female

DISABILITY: The Equality Act defines a disabled person as someone 'who has a physical or mental impairment and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities'. On this basis, please answer the following:

I describe myself as a disabled person as defined in the Equality Act:

Yes No

I describe myself as a disabled person but do not feel I meet the Equality Act definition:

Yes No

SEXUAL ORIENTATION:

Do you consider yourself to be:

Gay Lesbian Heterosexual Bisexual

ETHNIC ORIGIN :

How would you describe your ethnic origin?

WHITE If YES, please tick one box below.

British Irish European

White Other - please specify:

BLACK If YES, please tick one box below.

African Caribbean Asian British

Black Other - please specify:

ASIAN If YES, please tick one box below.

Indian Pakistani Bangladeshi Chinese British

Asian Other - please specify:

OTHER please specify:

MEDIA Where did you see or hear of this vacancy?

This page is not seen by the interviewing panel

EMPLOYMENT RECORD		
A. MOST RECENT EMPLOYMENT		
NAME AND ADDRESS OF EMPLOYER	FROM: TO:	POST AND BRIEF OUTLINE OF DUTIES:
REASON FOR LEAVING:		
SALARY		
B. PREVIOUS EMPLOYMENT (see note 6)		
NAME AND ADDRESS OF EMPLOYER	FROM: TO:	POST AND BRIEF OUTLINE OF DUTIES:
REASON FOR LEAVING:		

NAME AND ADDRESS OF EMPLOYER	FROM: TO:	POST AND BRIEF OUTLINE OF DUTIES:
REASON FOR LEAVING:		
NAME AND ADDRESS OF EMPLOYER:	FROM: TO:	POST AND BRIEF OUTLINE OF DUTIES:
REASON FOR LEAVING:		
NAME AND ADDRESS OF EMPLOYER:	FROM: TO:	POST AND BRIEF OUTLINE OF DUTIES:
REASON FOR LEAVING:		

NAME AND ADDRESS OF EMPLOYER:	FROM: TO:	POST AND BRIEF OUTLINE OF DUTIES:
REASON FOR LEAVING:		

EMPLOYMENT GAPS

Please give details of all time not already accounted for above including periods out of work.

Date From: To:	Details

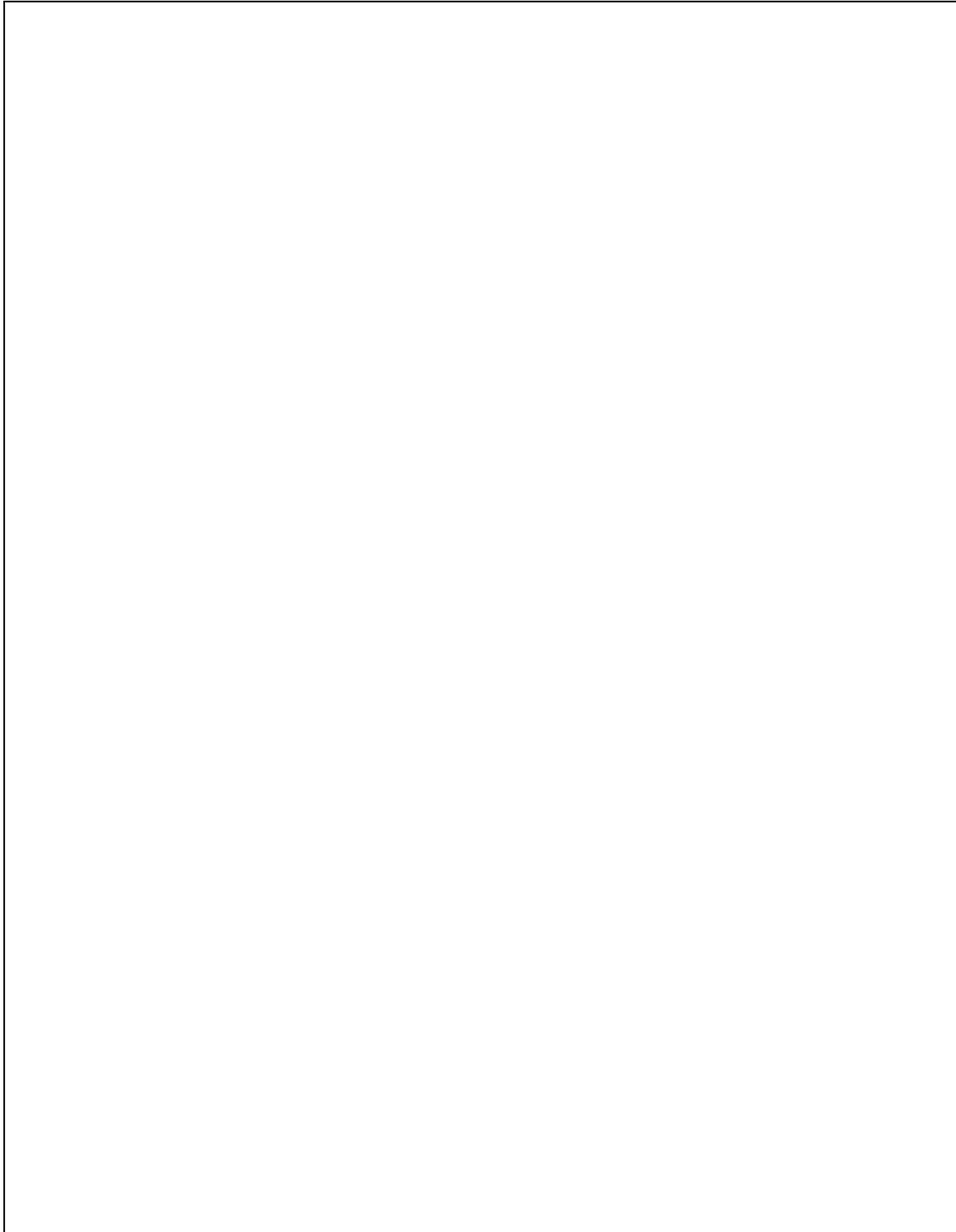
TRAINING AND QUALIFICATION COURSES

Name and Address of Institution or Course	Course Details	Qualification obtained.

COMMUNITY ACTIVITY

DESCRIBE ANY COMMUNITY ACTIVITY OR VOLUNTARY WORK YOU HAVE BEEN INVOLVED IN WHICH IS OF RELEVANCE TO THE POST: (please give dates and name of organisation)		
From:	To:	Description of Activity

Please read the person specification for this post and under each of the criteria listed in the person specification, tell us about the relevant skills or experience you would bring to this job. You can use experience and knowledge gained from current and previous employment, voluntary work, leisure interests and any other activities you consider relevant to this post. (Continue on a separate sheet if necessary).

A large, empty rectangular box with a thin black border, intended for the applicant to provide their response to the criteria listed in the person specification.

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LVSC's Personnel, Employment Advice and Conciliation Service

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