

Directors: Ben Fitzgerald and Rosie Frost

## **KINDCODY POLICY - RECRUITMENT**

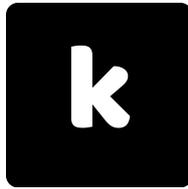
Revised: 10 APRIL 2021

### **Policy**

1. No staff will be recruited without an approved business case supported by a detailed job description. The recruitment process will be documented so that a record remains of the decision-making process.
2. It is essential that throughout the recruitment process, the Board of Directors is kept informed via liaison with a specific Board Member with relevant experience.

### **Identification of need**

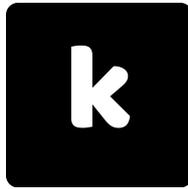
3. The Directors will initially identify the need for replacement or additional staff to increase capacity;
4. A briefing paper should be presented to / discussion held with the applicable Board member and should clearly indicate the reason and impact should the recruitment not take place;
5. If recruitment is agreed as necessary then a job specification, salary range, and “advertising” methodology should be drafted for approval - once approval by the Board member has been obtained then the selection process can begin



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## Selection process

6. Applications requested via approved method (e.g. recruitment agencies and specialist advertising);
7. A shortlist of senior post candidates, who meet the job spec criteria, should be drawn up from all the applicants by Board of Directors members;
8. A shortlist of junior candidates should be drawn up from all the applicants – the applicants should be scrutinized against the job spec, etc. by at least 2 KINDCODY employees (1 senior employee if the initial screening was done by a recruitment agency);
9. The shortlist should be called for the 1st interview with a panel as follows:
  - a) Junior role – at least 1 senior member of staff;
  - b) Senior role – at least 2 members of staff of which 1 must be a senior member of staff;
10. Each candidate should be asked the same basic questions with supplementary questions as necessary depending on answers;
11. After all the shortlist have been interviewed then a briefing note should be presented to the chair and Board member indicating for each candidate the following:

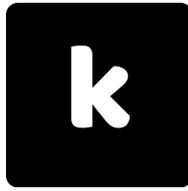


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- a) Good and bad points;
  - b) The candidate(s) to be called for a 2<sup>nd</sup> interview; if recruiting for a senior role – this should be 2 candidates but if a junior role then only 1;
12. The 2<sup>nd</sup> interview should involve the Board member and a senior member of staff (who may or may not have been involved in the first interview);
  13. The decision should be communicated to the Board by the Board member;
  14. A Director from the Board may request an interview with the successful candidate if not part of the interview process;

### **“Contracting”**

15. Two good quality references should be requested from the referees;
16. Follow-up telephone calls should be held where applicable to obtain further details on references;
17. The exact terms of employment must be agreed with the Directors makes the offer to the successful candidate;
18. Where variations are required to secure the successful candidate’s employment then this must be approved by the Board member prior to agreeing the revised terms;
19. Any offer is made on the proviso of receipt of satisfactory references.
20. A Director drafts the contract of employment (based on the KINDCODY standard) and the Directors must sign this prior to signing by the successful candidate.



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## **Retention of papers**

21. Originals of the following should be kept for successful candidate. Note: electronic copies will suffice for unsuccessful candidates:
  - a) CV;
  - b) 1<sup>st</sup> interview notes;
  - c) 2<sup>nd</sup> interview notes;
  - d) References; and
  - e) Any other relevant papers.
  
22. The signed copy of the contract of employment (incl. job specification) should be held on file
  
23. The above records should be held on file for the following timescales:
  - Successful candidates: throughout their career with KINDCODY and 3 years after the end of employment for whatever reason;
  - Unsuccessful candidates: 3 years from the interview process being completed.

## **Conducting the interview**

All interviewers will be given a briefing prior to the interview to ensure that the interviewers understand how to conduct the interview in a way that ensures



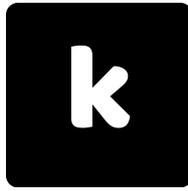
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compliance with relevant laws and regulations. See UK GOV guidance regarding discrimination during recruitment - Appendix A.

## **Entry into Force**

9. This policy is effective immediately.

**Chris Frost, Chief Operating Officer**



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## **Appendix A**

### **Discrimination during recruitment**

#### **Discrimination in job adverts**

You must not state or imply in a job advert that you'll discriminate against anyone. This includes saying that you can't cater for workers with a disability.

Only use phrases like 'recent graduate' or 'highly experienced' when these are actual requirements of the job. Otherwise you could discriminate against younger or older people who might not have had the opportunity to get qualifications.

Where you advertise might cause indirect discrimination - for example, advertising only in men's magazines.

#### **Get help advertising a job without discriminating**

Small Business Recruitment Service

Telephone: 0345 601 2001 (option 2)

Textphone: 0345 601 2002

Find out about call charges

#### **Questions you can't ask when recruiting**

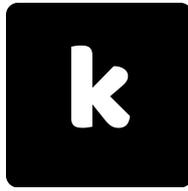
You must not ask candidates about 'protected characteristics' or whether they:

- are married, single or in a civil partnership
- have children or plan to have children

#### **Asking about health or disability**

You can only ask about health or disability if:

- there are necessary requirements of the job that can't be met with reasonable adjustments



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- you're finding out if someone needs help to take part in a selection test or interview
- you're using 'positive action' to recruit a disabled person

You might be breaking the law if any discrimination happens during their recruitment process, even if you use a recruitment agency.

### **Asking for a date of birth**

You can only ask for someone's date of birth on an application form if they must be a certain age to do the job, e.g. selling alcohol.

You can ask someone their date of birth on a separate equality monitoring form.

You shouldn't let the person selecting or interviewing candidates see this form.

### **Spent criminal convictions**

Applicants don't have to tell you about criminal convictions that are spent. You must treat the applicant as if the conviction has not happened, and cannot refuse to employ the person because of their conviction.

There are some areas of employment that are exempt from this rule, e.g. schools.

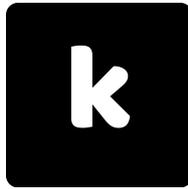
### **Trade union membership**

You must not use membership of a trade union as a factor in deciding whether to employ someone. This includes:

- not employing someone because they're a member of a trade union
- insisting someone joins a trade union before you'll employ them

### **Employing people with protected characteristics**

You can choose a candidate who has a protected characteristic over one who doesn't if they're both suitable for the job and you think that people with that characteristic:



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- are underrepresented in the workforce, profession or industry
- suffer a disadvantage connected to that characteristic (e.g. people from a certain ethnic group are not often given jobs in your sector)

You can only do this if you're trying to address the under-representation or disadvantage for that particular characteristic. You must make decisions on a case by case basis and not because of a certain policy.

You can't choose a candidate who isn't as suitable for the job just because they have a protected characteristic.

### **Favouring disabled candidates**

When a disabled person and a non-disabled person both meet the job requirements, you can treat the disabled person more favourably.