The Tavistock and Portman NHS
NHS Foundation Trust

Recruitment and Selection Procedure

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Recruitment & Selection Procedure

1 Introduction

The Tavistock and Portman NHS Foundation Trust (the Trust) believes it is very important to have a clear recruitment and selection procedure in order to recruit and retain high quality staff who will fulfil its business objectives and to maintain its good name with existing and potential employees by dealing fairly, honestly, courteously and professionally with all applicants.

The underpinning principle is that staff should be recruited solely on the basis of merit through fair and open competition. In practice this means all vacancies must be sufficiently advertised, recruitment should be solely on the basis of:

- Competence
- Qualifications
- Professional registration, if appropriate
- Fitness for work

Appointing managers should be aware that it is unlawful to discriminate either directly or indirectly on the grounds of protected characteristics such as; gender, race, religion, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity, disability or age.

This is an extremely important process as it represents one of the most significant investment decisions a manager can make on behalf of the Trust.

2 Purpose

The purpose of this document is to ensure that staff appointed in to roles within the Trust has been selected through a fair, open and transparent procedure that satisfies all legal requirements and complies with NHS Employers requirements.

3 Scope

This procedure will apply to the recruitment, selection and appointment of all staff, whether a post is funded wholly or partly by the Trust.

4 Definitions

Psychometric Tests
Test designed to assess technical and behavioural competencies which help a manager to make an informed selection decision.

Recruitment
The process for attracting applicants to apply for vacancies and posts advertised by the Trust.

Selection
Techniques used to assess applications received and methods for interviewing candidates.

5 Duties and responsibilities

Chief Executive Officer
The chief executive has overall responsibility for this procedure but in practice its application and monitoring will rest with the Director of Human Resources.

Director of Human Resources
The Director of HR is responsible for the implementation, monitoring and review of this procedure.

HR & Staff Development Manager and HR Administrators
Will provide advice and guidance about the application of this procedure. They will also carry out the administrative duties outlined in this procedure and will ensure that all roles are advertised, sent for shortlisting and support the coordination of selection processes.

The Human Resources team will also ensure that all mandatory employment checks are completed.

Appointing Managers
Will take responsibility for coordinating their recruitment and selection process and will ensure that documentation is provided when required and recruitment activities are completed in a timely way.

Selection Panel Members
Ensure that consistent and objective criteria are used for selection processes and that decisions are recorded appropriately.

6 Procedures

Role Requirement Analysis
A vacancy may arise following a resignation, the creation of a new post or departmental reorganisation. Recruitment may also occur when there technically is not a vacancy but a need to cover absence such as maternity or long-term sick leave. It is important that when a vacancy arises managers determine the need to fill the vacancy.

It is a requirement of managers to notify the HR Department when a member of staff resigns. This is to avoid any unnecessary overpayments that may occur to that individual. The HR Department will not automatically advertise a vacancy on receipt of a termination form/resignation letter.

The HR Department will send an exit questionnaire to each member of staff who is leaving. If the information received in that questionnaire suggests changes or problems with the post the HR Department will discuss these issues with the recruiting manager.

Where a new post is created the role should be formally graded through the job matching / evaluation process. The same applies where there are major changes to a job description.

Advertising

Prior to requesting for an advert to be placed the recruiting manager must submit a Recruitment Request Form (RRF) to the Management Accounts Department to establish that the necessary funding exists for the post. The RRF can be found on the intranet and in appendix B.

Once the HR Department receive the approved RRF, job description, person specification and draft advertisement they will check the advertisement to ensure it complies with employment legislation, set up an electronic job file for the vacancy and initiate the recruitment process by advertising the vacancy.

Most vacancies will be placed on the NHS Jobs website www.jobs.nhs.uk by the HR Department.

There is currently no charge to Trusts for advertising on NHS Jobs. Managers should consider advertising on NHS Jobs first, before incurring the expense of external printed media. However, considerations will be made for alternative advertising media based on the needs of specific departments. This will also incur additional costs.

All posts will normally be advertised internally simultaneously with external advertisements. However, managers may exercise their discretion and advertise internally first if they wish before seeking external candidates.

All advertisements will comply with the best practice and the law in respect of equality of opportunity, including whether positive action should be considered for a particular group. Advice on writing good advertisements is given in the Guidance Notes (Appendix C).

Managers may consider flexible closing dates or if they are aware a vacancy will attract a high number of applicants then they may add additional competency based questions to the application form to reduce inappropriate applications.

Recruiting and Selecting Individuals with a Disability

The Trust is committed to equality of opportunity and understands its duties for supporting applicants with a disability. With this in mind, the Trust will ensure that staff who declare a disability will be guaranteed an interview should they meet the minimum essential criteria for the post.

Application Packs

The majority of the Trust's recruitment is now carried out via e-recruitment. This means that relevant information such as the job description and the person specification is available on the NHS Jobs website and will be available to applicants when they complete their application form.

It is the responsibility of appointing managers to ensure the HR Department receives any additional information they wish the applicants to receive.

Informal Visits / Enquiries

If managers wish applicants to either visit the department / team or gain further information by phoning in, they should state this on the advertisement. In these circumstances, managers should be prepared for the likely response and should have planned how to deal with it (eg, identify who will show applicants around or take phone calls).

For further information on handling informal visits and candidates requiring further information see Guidance Notes.

Recruitment Plan

The recruitment and the selection of staff involve a large number of individuals; it is in everyone's interests that the short-listing panel and interview dates are identified at the time of submitting the RRF.

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The interview date should not be later than three weeks after the advert closing date. This is to avoid delays, which may lead to the Trust losing applicants. Candidates should receive at least 7 days / 1 weeks' notice of the interview date.

Agency Staff Engaged with the Trust

Where an agency member of staff has been covering a vacancy for 3 months and proven so satisfactory that the manager wishes to employ that individual directly, they should discuss this with the HR Department. Considerations of cost will be the principle limiting factor but if this is deemed to be cost effective given the situation, an internal advertisement will be in place and the agency member may apply for and be interviewed for the post along with any other internal candidates.

Promotions Within a Department / Team

Managers may consider promoting an existing member of staff within the department to the vacant post. It is essential that all the staff in the department have the opportunity to apply and that the proposed promotion is supported by appraisal evidence. This may be done by advertising internally.

Headhunting / Search & Selection Agencies

Very occasionally, and usually where the skills required by the Trust are deemed to be extremely difficult to obtain, a headhunting agency may be approached. In these circumstances care will be taken to ensure legal and/or equality issues are not compromised by this approach.

Shortlisting

Online shortlisting will be sent to the shortlisting panel within 2 working days after the advert closing date.

Shortlisting will be done by the appointing manager and at least one other manager (or deputy/assistant manager or supervisor of the relevant post). The Appointing Manager is, however, responsible for the final shortlist and submitting it to the HR department via the e-recruitment system.

The shortlisting outcomes should be recorded online detailing the reasons for shortlisting and not shortlisting candidates. The reasons must correspond with the criteria listed on the person specification.

If shortlisting a non-European Economic Area (EEA) candidate where a Certificate of Sponsorship will be required the reasons why it was not possible to select an EEA applicant must be explicit.

Upon completing the online shortlist, the appointing manager should complete the Interview Details Form (Appendix D) and return it to the HR Department. It is the appointing manager's role to identify the selection panel, methods to be used and book an appropriate venue.

Interview Process

All candidates should receive at least 7 days' notice of the interview. Hiring Managers should provide interview details to the HR department in a timely way so that applicants can be well prepared for interview.

All interview panels should have at least two members to ensure objectivity. The chair of the interview panel will normally be the Appointing Manager. Where interviews for specialist or senior clinical positions take place, the Appointing Manager may wish to include an outside assessor. At least one member of the interview panel must have attended recruitment and selection training.

The interview panel should meet at least 20 minutes prior to the interview to discuss the structure of the interview and the questions each panel member will ask. Depending on the seniority of the post, interviews should last between 30-60 minutes. If any other method of selection (e.g. a test) or a tour has been arranged, candidates will be notified in the interview letter.

Interviews should take place in a quiet room away from ringing phones and disruptions. Panel members should ensure other members of their department/colleagues know they are interviewing so that they are not interrupted.

The HR Department will circulate the interview papers to all panel members electronically at least two working days before interviews are due to take place, unless alternative arrangements have been made.

Where appropriate e.g satellite sites managers should ensure they have checked the relevant documents such as passport, NI number, and any qualification certificates before the candidate leaves.

The Selection Process

The main objectives of the selection interview are to:

- obtain as much relevant information about the candidate as is possible to make an objective, informed decision.
- provide relevant information so that the applicant can also make an informed decision
- create a favourable image of the organisation

In order to interview successfully managers need to:

- know exactly what they are looking for
- record only what is observed, seen or heard
- base the decision solely on the evidence and against clear, coherent criteria

Note Taking During the Selection Processes

It is vital to have a written record of what took place during an interview to avoid final assessments being subjective, to help remember candidates and to compare candidates answers. At least one member of the panel should take notes during the interview. Candidates should be told at the start of their interview that notes will be taken.

Panel members will also have the Interview Report Form (Appendix E) against which they can determine whether or not individuals have or have not met the essential and desirable criteria from the person specification.

Role of Outside Assessors

For some professional positions it is a requirement to have an outside assessor from the relevant professional body. In other instances it may be advisable to invite an outside assessor. The advice of the HR Department should be sought prior to advertisement.

It will be the Appointing Manager's responsibility, in consultation with the HR Department, to arrange for an outside assessor. The assessor chosen should not be linked to the candidate in any way. Where the assessor is named as a referee on the application form an alternative reference or assessor should be sought.

The outside assessor will be able to ask questions of the candidate at interview, but these should be agreed prior to the interview in the usual way. The assessor will be present primarily to advise on the professional competence of candidates and their ability.

HR Involvement on Selection Panels

The Trust has made a commitment that all selection processes for roles graded Band 8 and above; consultant positions; and director posts will have an HR adviser participate on the panel.

The role of the adviser is to support selection panels to make informed decisions and to challenge whether any bias, conscious or unconscious, may be influencing a decision.

The appointing manager should, however, arrange the adviser's attendance early in the planning process.

Service Users on Panels

Engaging service users, their relatives and those with lived experience of mental health conditions forms an important part of our overall strategy. For all clinical and director posts a service user should form part of the selection panel.

Appointing managers should liaise with the Patient and Public

Involvement (PPI) Team to secure a representative on their panel.

Selection Tests

Managers may already have identified some skills or abilities which may be difficult to test in an interview situation. Managers should have already considered the types of tests they would like candidates to take, to test their skills and discussed these and the arrangements for the tests with the HR department.

The important point to bear in mind when using selection tests is that they should be:

- fair, they should not impact adversely upon any group of the community more than others;
- relevant to the skill, ability, aptitude or knowledge which is required in the post;
- supplementary and complimentary to the selection interview and not used in place of it.

If a candidate declares that they have a disability, then the appointing manager should liaise with HR to ensure that, if required, reasonable adjustments are implemented. Adjustments may include providing reading assistance, extra time or providing a PC for written work.

Appointment Process

Although it is recommended that the panel reach a consensus on their decision to appoint, ultimately the decision resides with the Appointing Manager.

The completed Interview Decision Form (Appendix 6) should be sent with all notes, selection test information, interview questions and the application forms to the HR Department.

Upon receipt of the documentation the HR team one working day later will issue a conditional offer of employment, subject to employment checks to the candidate.

Unsuccessful Candidates

The appointing manager is responsible for verbally notifying candidates that they have not been successful following interview.

The HR team will also write to candidates to confirm that they have not been successful.

Employment Checks

Employment checks will be carried out in line with guidance and directions issued by NHS Employers or other appropriate regulatory bodies.

In the event of being unable to satisfy the requirements HR will discuss with the appropriate manager the suitability of the candidate. Below is a list of the employment checks which must be carried out prior to an employee commencing employment with the Trust.

Right to Live and Work in the United Kingdom

After a conditional offer of employment is made, candidates are asked to schedule an appointment with the HR team or Appointing Manager to confirm the candidate's identity.

The candidate must provide acceptable documents, which contains their photograph such as passport or UK driving licence. Some documents are more reliable than others and only certain documents, in certain combinations, are acceptable for verification of identify (see appendix 7 for a full list of acceptable documents).

Applicants must provide either of the following two combinations

- 2 forms of photographic personal ID and 1 document confirming their address; or
- 1 form of photographic ID and 2 documents confirming their address

All documents must be originals or copies certified by another HR department or a solicitor.

All applicants must be assessed to confirm their eligibility to work in the UK. Documentation will be validated in line with guidance from the Home Office. Nationals from EEC countries & Switzerland can work in the UK without any restrictions.

All documents must be copied, signed and dated by the person taking the copies to confirm certification and retained on file. The copy must also state that it is a copy of the original.

Where an applicant has no acceptable photographic documentation, or is not a national of the EEA or Switzerland, please refer to the HR Department for guidance.

References

As part of the Employment Check standards NHS organisations are required to undertake a career history assessment through obtaining references. The standards set out the levels of checks which are described below.

- *Candidates moving from one NHS organisation to another*
  Historically, the HR department request references covering the last 3 years for all successful candidates. In line with the revised NHS employment check standards guidance from NHS Employers the HR department will obtain one reference only from the candidate's current or last NHS Employer.

- *Candidates joining from outside of the NHS*
  For all new appointments the Trust will continue to validate a minimum period of 3 years of continuous employment or training history for all successful candidates.

- *Internal candidates*
  For staff moving to another post within the Trust require just one reference from their current line manager.

There may be some delay in appointing the successful candidate if the

HR Department has to seek the permission of the candidate prior to requesting references. There are occasions when an individual may not be able to provide reference covering the periods above, any deviation from these standards must be agreed by a manager after consultation with HR.

References are disclosable under the Data Protection Act 1998, therefore, if a candidate requests to see a reference it should not unreasonably be refused.

Health Clearance

Candidates on appointment will be asked to declare whether they are fit to fulfil the duties of the role. If they wish to do so, they may also request a screening by the Trust's health and wellbeing service.

Professional Registration

Prior to appointment the HR team will confirm the professional registration status where required to ensure that successful candidates have unrestricted status with the registration body where appropriate for the job role.

All checks will be conducted against the online employers' register.

Qualifications

Candidates will be asked to bring all copies of qualifications which they have declared on their application form to the identity screening appointment where applicable

Criminal Record Checks

Criminal record checks play an important role in the recruitment process to ensure all appropriate measures are in place to prevent unsuitable people working with vulnerable individuals.

Having a criminal record would not necessarily stop an individual from working for the Trust. All the relevant factors are considered including the nature of the offence, how long ago and the age of the person when the offence was committed. By virtue of the Rehabilitation of Offenders

Act 1974 (exceptions) board at 1975 those applying to posts with access to patients are not entitled to withhold information about convictions, which for other purposes are spent under the provisions of the act. Applicants with convictions, reprimands or warnings are asked to provide details that may be held at an early stage of the application process. The Trust undertakes to discuss any matter revealed and guarantee that only relevant and authorised individuals will have access to this information as part of the recruitment process.

The Trust will ensure that all relevant staff have a Disclosure and Barring Service check before they commence employment with the Trust.

The groups which the Trust has identified as requiring a check are:

- All Board and Trust Directors – Enhanced Level with Adult and Child Searches.

- Staff with access to service users delivering care and treatment – Enhanced Level with Adult and / or Child Searches.

- Administrative and clerical or estates staff delivering front line roles – Standard Level.

- All staff working at Gloucester House – Enhanced Level.

In exceptional circumstances, staff who require a standard check may be permitted to start pending a DBS clearance being received. The appointing manager should seek approval from the Trust's Director of Human Resources if this is to be pursued detailing the exceptional circumstance and how supervision will be implemented to protect service users.

For staff conducting Regulated Activity (i.e. working with children and vulnerable adults) these groups cannot start until such a time that a satisfactory DBS check has been received.

The Fit and Proper Person Requirement (FPPR) for Directors

Directors and certain senior staff are required to comply with the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 which mandate that they are a 'fit and proper person'.

Directors are required to confirm, and to annually declare, that they:

- are of good character;
- have the necessary qualifications, skills and experience; and
- are able to perform the work that you are employed for after reasonable adjustments are made; and
- have not been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity.

Good character is measured by the criteria set out in Part 2 of Schedule 4 of the Regulations:

- whether an applicant has been convicted in the UK of any offence or been convicted elsewhere of any offence which if committed in any part of the UK would constitute an offence; and
- whether the individual has been erased, removed or struck off a register maintained by a regulator of a health or social work professional body.

The director is also required to confirm that none of the grounds of unfitness specified in Part 1 of Schedule 4 apply to the individual (e.g. bankruptcy, sequestration and insolvency, appearing on barred lists and being prohibited from holding directorships under other laws).

Unsatisfactory Employment Checks

If at any time an unsatisfactory employment check is received, then the Trust reserves the right to withdraw an offer without recourse to compensation.

Should a manager receive any check which they feel is unsatisfactory then they should discuss this with the HR team.

Applications with Untrue Information

If it is detected that an applicant who subsequently becomes an employee has deliberately omitted, falsified or misrepresented any aspect of the employment application, they will be subject to an investigation process through the Trust's Disciplinary Procedure.

Delay in Receiving Employment Checks

There may be occasions where a candidate is not cooperative with completing employment checks or there are difficulties with obtaining information from referees. If this becomes problematic the Appointing Manager may agree with the HR team a reasonable timescale for the candidate to support with completing checks or the offer may be withdrawn without recourse to compensation.

Contracts of Employment

Upon completion of the employment checks the Appointing Manager should agree a mutually convenient start date with the candidate and then notify the HR team. Upon receiving confirmation of a start date a contract of employment will be issued.

Complaints About the Recruitment Procedure

If an applicant is dissatisfied with a recruitment process they may raise a complaint. There are three stages to the complaint process which are:

Informal Resolution

If a candidate is unhappy with the way in which a process was managed then they should in the first instance discuss with the appointing manager to share their views and seek feedback.

Formal Resolution

Having informally tried to resolve the complaint if the applicant remains dissatisfied then they should write to the HR and Staff Development Manager who will investigate the matter and formally respond.

Appeal
If having followed the formal stage the candidate remains dissatisfied, then they may appeal to the Trust's Director of Human Resources who will arrange for an appeal hearing.

The purpose of the appeal is not to reinvestigate the case but to determine whether:

- The Trust's procedure was correctly and fairly implemented implemented;

- If the procedure was not followed correctly, would it have made a difference to the outcome; and

- Information that was not available at the time of the hearing would have made a difference. If the evidence is substantial, the Appeal Chair may refer the matter back to the previous stage.

The appeal is the final formal stage in this process and there are no further levels of appeal.

7 Training Requirements

All managers involved in recruiting or selecting staff should undertake training.

The Trust offers regular class room based training about recruitment and selection procedures and the HR team can also provide one to one sessions if requested.

This procedure also details a range of guidance and support tools to help manage the recruitment process.

8 Process for monitoring compliance with this Procedure

The Director of HR will report, annually, on recruitment and selection data through the diversity and inclusion report every January.

The HR and Staff Development Manager will ensure that at least 5 recruitment episode files are audited each month.

The Trust's auditors and counter fraud specialists will periodically audit compliance with this policy and the national employment check standards and report their findings via the Trust's Audit Committee.

9 References

NHS Employers (2016). ***Employment Check Standards [online].*** London. NHS Confederation. Available from: http://www.nhsemployers.org/your-workforce/recruit/employment-checks

10 Associated documents

Data Protection Procedure
Corporate and DET Records Procedure

Appendix A : Equality Analysis

Completed by	
Position	
Date	

The following questions determine whether analysis is needed	**Yes**	**No**
Is it likely to affect people with particular protected characteristics differently?	Y	
Is it a major policy, significantly affecting how Trust services are delivered?	Y	
Will the policy have a significant effect on how partner organisations operate in terms of equality?		Y
Does the policy relate to functions that have been identified through engagement as being important to people with particular protected characteristics?	Y	
Does the policy relate to an area with known inequalities?	Y	
Does the policy relate to any equality objectives that have been set by the Trust?	Y	
Other?		Y

If the answer to *all* of these questions was no, then the assessment is complete.

If the answer to *any* of the questions was yes, then undertake the following analysis:

	Yes	**No**	**Comment**
Do policy outcomes and service take-up differ	Y		There is evidence that staff from BME backgrounds and those with

between people with different protected characteristics?			disabilities are less likely to be appointed following shortlisting. The Trust's WRES sets out how we are working to address this.
What are the key findings of any engagement you have undertaken?	Y		That more needs to be done with offering career coaching and supporting staff with protected characteristics.
If there is a greater effect on one group, is that consistent with the policy aims?		Y	
If the policy has negative effects on people sharing particular characteristics, what steps can be taken to mitigate these effects?		Y	
Will the policy deliver practical benefits for certain groups?	Y		There are provisions within this policy to offer staff with disabilities a guaranteed interview if they meet the minimum criteria.
Does the policy miss opportunities to advance equality of opportunity and foster good relations?		Y	
Do other policies need to change to enable this		Y	

policy to be effective?			
Additional comments	The WRES and this procedures sets out a range of actions we are taking to address inequalities within recruitment.		

If one or more answers are yes, then the policy may unlawful under the Equality Act 2010 –seek advice from Human Resources.

Appendix B : Recruitment Request Form

Recruitment Request Form

Position Details

Post title:	Click here to enter text.
Department:	Click here to enter text.
Directorate:	Choose an item.
Base:	Click here to enter text.
Cost Centre:	Click here to enter text.
Grade:	Choose an item.
Hours per week:	Click here to enter text.
Is this a new post:	Choose an item.
Contract Type:	Choose an item.
Contract Tenure:	Choose an item.
Length of Contract:	Click here to enter text.
If fixed term, what is the reason:	Click here to enter text.

Recruiting Manager:	Click here to enter text.	Ext Number:	Click here to enter text.
Line Manager:	Click here to enter text.	Ext Number:	Click here to enter text.

Case to Recruit

Use this section to describe why you need to recruit to this post including considerations you have made about skill mix, succession planning, quality, safety and the financial position within your service.
Click here to enter text.

Systems Access
Will the post require access to any of the following systems:

Care Notes ☐
Oracle Financials ☐
Shared Drives ☐ If yes, which ones: Click here to enter text.

Selection Details
Please detail who will be involved in shortlisting and interview for this position. One member of the panel should have attended recruitment and selection training.

Shortlisting Panel	Interview Panel
Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.

Manager Declaration

I confirm that this form has been completed to the best of my knowledge and that I have sufficient funds within my budget or that I have safety requirements which allow me to recruit to this post.

By clicking this box, it acts as an electronic signature ☐

Please save this form and email it to your management accountant for financial approval. With the email also attach a draft advertisement the job description and a person specification for the post.

Once financial authorisation has been give the advert will be placed within two working days after being received by the HR Team.

Financial Approval

If confirm that there are available funds to recruit to this position.

Yes – progress to recruitment ☐
No – but this is an accepted cost pressure and may progress to recruitment ☐
No – this request has not been authorised ☐

RRF Number: Click here to enter text.
Confirm Cost Centre & Subjective: Click here to enter text.
Management accountant name: Click here to enter text.
Date: Click here to enter a date.

Appendix C : Recruitment Guidance Notes

Introduction

These notes are aimed at giving managers and all those involved in the recruitment and selection process, best advice and guidance in this area of human resource management.

Job Analysis

A vacancy may arise following a resignation, the creation of a new post or departmental reorganisation. Recruitment may also occur when there technically is not a vacancy but a need to cover absence such as maternity or long term sick leave. It is important that when a vacancy arises managers determine the need to fill the vacancy. This will involve reviewing the department and its staffing and skill mix and asking the following questions:

- Do we really need to fill the vacancy?
- Do we need to recruit to the same grade and the same number of hours?
- Has the job changed or have changing working patterns, organisation or technology produced a different job?
- Is this an opportunity to review the structure of the department ?
- Should the hours and responsibilities of the existing staff be changed to increase their knowledge of the departments work and their potential?
- please discuss these sorts of changes with the HR department.

Although this process may seem time-consuming in the short term, it should alleviate other problems in the long term i.e. recruiting and selecting the wrong person for the departments/organisations needs.

Managers will collect and analyse information about the tasks, responsibilities and content of the job by answering the questions above. Also needed are the particulars required of the job holder such as education, experience, skills and abilities which will go together to form a person specification and, at a later stage, interview questions. As the job description and the person specification are written this process will continue until the information about the post is complete.

Job analysis can be carried out in conjunction with the present job holder and other members of the department; it can be in the form of interviews, checklists, questionnaires, observation or any form that is suitable to gain the information required.

Creating a Job Description

The job description will be the basis for much of the recruitment process including drawing up the person specification and questions at interview. A job description has many benefits to both the organisation (as it can be used to define various posts, as a method of defining grades and identifying training needs) and the individual (as it provides clear guidelines for their job requirements and provides an opportunity for them to suggest changes to it). It is therefore important that the job description accurately reflects the duties of the post.

To update an existing job description, or to write one for a new or changed post the job analysis process described above must be followed. A job description describes the tasks, responsibilities and scope of the work the job is comprised of and should include:

- the main purpose of the job, described in one or two sentences

- a list of the main tasks/responsibilities of the job – use active verbs such as
- "filing" or "supervising" rather than vague terms such as "deals with"

Job descriptions should be precise and unambiguous. They should avoid technical jargon, where possible, provide meaningful information about the job and be clearly understandable to internal and external candidates. A blank version of a standard Trust Job Description is attached. House style is important in portraying a consistent image to applicants.

Where there are significant changes to a Job Description or Person Specification it may be necessary to consider the post for re-banding.

Compiling a Person Specification

The job description now states what the job entails and forms the basis on which to decide the kind of person required for the job. This information is logged on a person specification. The person specification details the characteristics of the type of person who can successfully perform the duties and responsibilities of the post. It helps provide the basis for shortlisting and selection and should be job related, testable, justifiable and fair. The person specification along with the job description is the basis:

- on which the advertisement is drawn up;
- on which candidates will be shortlisted for interview;
- for deciding interview questions;
- on which candidates can be assessed after the interviews have been completed.

In order to fulfil the legal requirements the criteria for the person specification must:

- be justifiable in relation to the job description;
- not be greater than the requirements of the post;
- not discriminate either directly or indirectly against candidates', in line with equal opportunities legislation.

Managers should seek advice from the HR Department should they require assistance in drawing up the person specification.

Look at each element of the job description in turn and write down what is needed to perform that aspect of the job i.e.

- skill
- aptitude

- experience
- training/education etc.

The next step is to group the requirements of the post together under the key headings:

EDUCATION AND QUALIFICATIONS

The person specification should identity the level of qualification or education an applicant should. However, unless a specific mandatory qualification is required for a specialist role (e.g. financial accountancy qualification, medical and clinical qualifications) an applicant does not need to possess the actual qualification (e.g. an A level or a degree) but must show evidence of meeting the equivalent in experience and knowledge required for the role.

FURTHER TRAINING AND KNOWLEDGE

Beware specifying levels of general intelligence and knowledge unless there Is good evidence that the requirements are valid. Try to define as closely as you can the degree of quickness and accuracy of comprehension required. Further training will include postgraduate qualifications.

APTITUDES AND SKILLS

Consider the special aptitudes demanded by the job and their extent e.g. mechanical aptitude, ability in the use of words or figures, manual dexterity.

EXPERIENCE

Consider previous job holders to identify any pattern of work experience associated with successful and unsuccessful job holders and then try to distil those elements critical to success. Do not discount part time, vacation or voluntary work. Think of this in terms of the competences required rather than a number of years of experience.

PERSONALITY AND PERSONAL ATTRIBUTES

The best fit of personality to job is hard to specify and even harder to assess. Rely on common sense and describe requirements in terms that can be understood and recognised in candidates e.g. perseverance, stability, self reliance, flexibility and persuasiveness. Pick out one or two key personal attributes that could be critical.

INTERESTS
Indicate what candidates do from choice and give insights into personality and motivation - arguably the two most difficult factors to specify and assess. However, specifying what outside interests a candidate should have can limit the choice by being overly specific.

Divide the requirements of the post into two categories: those that are <u>essential</u>, that is, those that are required for the minimum performance of the job, and those that are <u>desirable</u>, that is, those which would help the post holder perform the tasks set out in the job description to a higher level.

As essential criteria are vital to the performance of the post they must be **testable** either from the application, from interview or other forms of assessment.

Desirable criteria can be useful in shortlisting to reduce the number of applicants to be seen, or, after interview, to identify the best candidate.

The third section of the person specification describes how these requirements will be tested i.e. how can the candidates skills or experience required be demonstrated. Typical entries in this column will be 'Application Form', 'questions at interview', 'references' but may also include specific tests required of the candidate to demonstrate their knowledge of certain areas or specific skill i.e. word processing tests or specific types of interview questions i.e. hypothetical/situational ones. This process will also help ensure that all criteria are measurable and testable.

The person specification will go out as part of the pack sent to applicants; this will help them not only to understand the requirements of the Trust and to decide whether or not to submit an application, but also to understand how they will be tested on their skills and abilities.

Advertisement

A good advertisement is essential to attract a range of suitable candidates and to avoid a breach of the Trust's Equal Opportunities Policy and Equality legislation.

The advertisement should present the job fairly and accurately. False representation will only lead to dissatisfied future employees.

In writing an advertisement you should:

- focus on what is written in the job description and person specification and transfer the key elements of these to the text of the advertisement;

- use clear and unambiguous language avoiding unnecessary technical jargon or abbreviations wherever possible.

- avoid discriminatory language. In particular, keep to non-sexist job titles and avoid pronouns like 'he' or 'she';

- avoid unnecessary text which will take up expensive space in a professional publication or journal. Remember the advertisement will have to appeal to and catch the eye of potential candidates in a short space of time. If additional information is to be provided to the candidate, e.g. a brief history of the excellence of the service, this information is best sent out in the application pack;

- write the advertisement as if directed at one person. This will make it more readable and personal;

- consider the tone of the advertisement. This will do much to convey the image of the service and the Trust as an attractive employer.

Where a particular group is under-represented at a particular grade, the HR Department may ask you to consider positive action. Such action is permissible to encourage under- represented groups to take advantage of available opportunities. A manager may, for example, include a supplementary paragraph in the advertisement which says "applications are particularly welcome from suitably qualified people of (...) as they are currently under-represented at this grade. Selection will, however, be strictly on the basis of merit".

Where it is likely a particular advertisement will elicit an unmanageably large response the HR Department will ask the manage to suggest competency screening questions to be added to the application form.

Advice on Informal Visits/Candidates Requiring Further Information

It is vital to remember that this process is intended to be for the benefit of the candidate and should not be part of the selection process. It is an **information giving** process and candidates should not have to feel that they are being assessed or questioned. Managers who use this process to make selection decisions may find themselves in breach of the Trust's Equal Opportunities policy and possibly Equality legislation. It is therefore advisable, if this facility is to be open to candidates, that someone unconnected with the shortlisting and interviewing procedure is available to take responsibility for informal visits or telephone conversations. If this is not practicable it will be necessary to make it clear to candidates that they are not being assessed and adhere to the following guidelines:

Where possible arrange for all candidates to visit the department at the same time for an 'open day'. Details of this can be included in the advertisement or in correspondence to shortlisted candidates;

Guard against making any hasty judgements or assumptions about the candidates during an informal visit which cannot be followed up at the selection interview;

Ensure all candidates are treated consistently during informal visits by arranging for just one person to give the same information to each. It is advisable to write out the points to be raised as a checklist for the informal visit. The fact that different candidates ask different questions at an informal visit is not in itself a breach of the Trust's Equal Opportunities policy;

Do not ask questions that would be more appropriate to be asked at interview.

If the informal visit is to be part of the selection process please discuss it with the HR Department; candidates will need to be aware of this and a record kept of the meeting.

Shortlisting

Shortlisting can be difficult. It involves making assessments of candidates based merely on the information supplied in their application forms. If there is a complaint by an unsuccessful candidate under Equality legislation, it is the Appointing Manager who will be responsible for justifying any shortlisting decision. It is therefore important that the assessment of candidates at shortlisting is done with care. The advice of the HR Department will be available if there are any doubts.

The main tool in assessing application forms will be the person specification. Follow the guidelines below to ensure objectivity and fairness:

Assess candidates against essential criteria

Begin shortlisting by assessing each candidate's application form in turn against the essential criteria of the person specification. In the main this will entail looking at the application forms for the evidence of the candidate meeting the person specification. Look all parts of the form which could contain this information – education, training, previous experience and further information.

Be consistent with any assumptions

Assumptions may have to be made from the application form as the candidate has not made any specific mention or provided evidence of meeting one or more criteria. If assumptions are made these must be consistent for all candidates. This means that if, for instance, one of the criteria is "clear written English to draft short letters and reports", and it is decided that an applicant with GCSE English language meets or part meets this criteria, then this thinking should be extended to other candidates in a similar position. The golden rule for shortlisting is consistency when assessing candidates against the person specification.

Guard against prejudice

Guard against prejudice and value judgements when shortlisting. It is also easy to make assumptions about experience or qualifications that are familiar with rather than those that are not, for example, United Kingdom Secondary Education in comparison to Secondary Education in other countries.

Consider transferable skills

Some experience can be undervalued such as voluntary work, work in the home, hobbies or interests. Skills developed in managing a household budget or acting as treasurer on a Local tenants' committee can be transferred to the workplace.

Identify candidates for shortlisting

After assessing all the applications received against the essential criteria on the person specification decide who to shortlist for interview. Any candidate shortlisted for interview must provide evidence of meeting the essential criteria unless assumptions are made that can be applied consistently against all candidates in a similar position. Place question marks against these criteria and test the assumptions further at interview. Unless the candidate cannot meet the essential criteria for the post, they will not be able to perform the duties to the level required.

Reducing a shortlisting list

After a particularly successful advertisement, there may be many applicants who meet the essential criteria. It is advised not to interview more than eight people for any one position on the same day. To reduce the number of candidates for interview, continue the shortlisting process based on the desirable criteria on the person specification. This means deciding who to interview on the basis of candidates meeting the essential criteria and perhaps two of the desirable criteria. It may be necessary to rate the desirable criteria if there are a large number of applicants and only shortlist those who meet the top two desirable criteria.

Guidelines for Interviewing

The Trust's future success depends on the quality of the people selected and mistakes can be very costly. Proper preparation is therefore essential. The panel should meet in advance of the interview to plan the structure and allocation of questioning.

All candidates should receive at least one weeks notice of the interview. This will give them chance to organise the time for the interview (e.g. taking time off work or finding alternative carer arrangements) and to prepare for it mentally (e.g. think about their previous experience, prepare questions they would like to ask). Giving the candidates proper notice enables them to give a better interview performance and gives a positive image of the organisation.

The main objectives of the selection interview are to:

- obtain as much relevant information about the candidate as is possible to make an objective, informed decision.

- provide relevant information so that the applicant can also make an informed decision;
- create a favourable image of the organisation

In order to interview successfully managers need to:

- know exactly what they are looking for
- record only what is observed, seen or heard
- base the decision solely on the evidence and against clear, coherent criteria

Interview questions should provide the panel with the evidence of a candidate's skills and abilities, so that they can be properly and fairly assessed against the person specification. The panel's aim is to choose the candidate who best matches the criteria listed on the person specification, not the one who is just best at being interviewed.

The same core questions should be asked of all candidates at the interview. However, the interview should still be structured around the individual who is being interviewed. This means that supplementary questions can be asked to explore each candidates skills and experience. The use of supplementary questions also demonstrates to the candidate that the panel has read their application form, is listening to their answers and is interested in what they have to say.

Panel members should be aware that personal qualities are most likely to be the subject of generalised assumptions and prejudices. It is equally important to guard against making false assumptions based on the behaviour of the candidate. Some candidates may, for example, be deferential or self effacing during interviews but may not necessarily behave like this in other situations.

Many candidates will be nervous at interviews. It is therefore important that the interview concentrates on the applicant's abilities and attributes. Possible problems should be discussed fully and objectively to avoid assumptions being made about what the applicant can/cannot do.

- Questions should be checked by the panel to cross check their relevance to the interview purpose.

- Interviewers need to be mindful of visual and verbal clues to indicate that they have launched onto a subject that the candidate feels sensitive about. They also need to know how to explore sensitive areas. A few rules of thumb are suggested:

- Try to identify potentially sensitive areas from the application form (for example redundancy, broken marriage, death of a close relative, dismissal stated as reason for leaving etc.) and come to these points near the middle of the interview.

- Soften the opening question to a sensitive area with an introductory phrase, e.g.: NOT "why were you made redundant ?" BUT "ABC went through a rough patch in the late eighties, what happened in your particular case?".

- If the posture changes towards a more closed, defensive position, e.g. crossed arms, be prepared to change the questioning approach.

- Lower and soften the voice, avoid long periods of direct confronting eye contact, be sympathetic without necessarily condoning any action, but always avoid showing your nervousness or discomfort by not being able to look at the candidate.

- Use neutral words rather than emotive judgmental or aggressive ones – e.g. "limitations" rather than "weakness", "problems" rather than "failures".

- Learn to live with silence – candidates may need a moment to collect their thoughts!

- It is important for panel members to maintain a rapport throughout the interview. Interviewers will be seen as more supportive and attentive if they –

- smile.
- nod
- maintain eye contact
- make appreciative noises
- avoid shuffling papers and other fidgeting
- avoid staring fixedly ahead
- avoid gestures which can appear aggressive, for example pointing

To be fair, panellists should consistently support the candidate throughout all parts of the interview. All too often a vicious circle can take place awkwardness on the part of the candidate leads the panel to withdraw support. This leads to an even worse response from the candidate, and so on.

The panel needs to be mindful that conclusions formed on early impressions can disrupt the rest of the interview. This can happen in three ways:

- first impressions lead to minds being closed to new information which conflicts with that impression.
- they can make self-fulfilling prophesies, e.g. interviewers decide against the candidate on the basis of a first impression, the candidate senses distrust, feels discouraged and performs less well.
- they lead to the framing of questions in a way which is designed either to support or discourage a 'liked' or 'disliked' candidate

It is important that panel members consider the type of questions which may place certain groups, for example, women and/or ethnic minorities at a disadvantage and which, therefore, should not be asked. Such questions could be:

"How will you cope with this job and raising a family ?",
"Do you anticipate having children ?" or
"How would you cope with racial abuse ?"

If issues such as continuity in the post, working unsocial hours, travelling etc. are important then ask questions about them. They should however be asked of all candidates with an explanation of why you are asking e.g.: "The job description mentions unsocial hours - are you satisfied you can meet these obligations ?".

The panel should acknowledge that in common with all other people, they have prejudices. Apart from personal values and prejudices around race and sex, panel members should be mindful of other issues which might prompt discrimination, for example: sexual orientation, trade union activity, political views, religion, disability.

Possible Structure for a Panel Interview

The selection interview must be sufficiently broad and deep to give the panel enough information to make reasonable assessment of the candidate. Staying with a standard structure is a major step towards improving the quality of interviewing. Maintaining the structure and order of the interview as far as possible helps to:

- ensure that nothing major is omitted
- keep track of how time is being used
- give candidates a sense of logic, progress and security
- avoid one panel member dominating the proceedings
- keep the panel on points relevant to the interview, thereby complying with equality - legislation

Welcome

The chair should always commence the interview with a warm welcome to the candidate. They should be thanked for attending the interview and giving up the time to do so. It is a good idea for the chair to meet the candidate outside the interview room to “break the ice”.

Introductions

Once the chair has welcomed the candidate s/he should introduce the candidate to the
Panel members, giving their names and job titles.

Explain the Structure of the Interview

The chair should then explain the structure of the interview. An explanation of this sort will be along the following lines:

"As you know the purpose of this interview is to assess you for the post of .....so we will be asking you some questions about your work experience and education and about how you see your career developing. Mr..... will concentrate on....., Ms..... will cover.... and I will start by asking about....... Please say if you don't understand any of the questions we ask and please ask any questions that spring to mind during the course of the interview. There will, of course, be time for you to ask questions at the end.

We will be taking notes during the interview to help us remember the things you tell us and compare all the candidates; please do not be put off by this."

The aim of this type of explanation is to put the candidate at their ease and to encourage maximum disclosure. It also lays out the structure for the candidate, giving them a sense of security and allowing them to concentrate on your questions one at a time without worrying about what may be coming next. Do not speak for too long at this stage, however, as the candidate will expect to start talking near the start of the interview and may be put off.

Gather Information

This is the main body of the interview and it should include a brief clarification of any gaps/uncertainties on the application form. Core questions should be asked to elicit the vital information. Aim to have the candidate talking for about 80% of the time. However, it may be necessary to interrupt the flow of a garrulous candidate to ensure the interview timetable remains intact. The panel may wish to use simple techniques to inform the candidate what kind of answer is expected, e.g.: "briefly describe" or "in one or two words".

Give Information

There is always information the candidate will need before they can make a decision about whether or not to accept a job offer, specifically about the pay and conditions the post attracts. The HR Department will supply you with a summary sheet which details
the basic terms and conditions of the post on offer.

If there is further information to be given to candidates at interview, then to ensure that it is consistent and comprehensive, it is recommended that these are written down in note form before the interview.

In giving information it is important not to give variable statements like: "there will be some typing". Instead try to be more specific to give a better picture of the job, such as: "on average, you will be typing for .... hours a day".

Finally, invite questions about what has been said and/or about
other matters the candidate may be interested in.

Closing

Three questions can usually be used to close an interview. The wording may vary from that shown here, but the intent should remain the same:

'Is there anything we have talked about already that you would like to return to ?'

'Is there anything else in your experience relevant to the post which we have not given you the chance to talk about?'

‘Are there any further questions you would like to ask us ?’

When the moment arises to finish the interview, thank the candidate for their interest in the position and giving their time for the assessment.

Advise the candidate of when and how they will hear of the outcome of the interview and, if they are successful, what will happen next.

Before the candidate leaves it is advisable to check that their address and telephone number remains the same, and where best to contact them if necessary. You should also check you have the addresses and telephone numbers of referees they have given whether it is now all right to contact referees for those candidates who asked for them not to be contacted prior to interview, and the relationship between the candidate and their referees if that is not clear.

Questioning Techniques

Two important aspects of interviewing are eliciting answers from candidates without influencing their responses and ensuring candidates say enough to allow you decide whether they are the best person for the post. Both of these issues can be tackled by getting the questioning technique right.

In general, aim to have the candidate talking for 70-80% of the interview and ask the type of questions necessary to draw out the relevant information. By choosing the right questions to ask it is easier to guide and control the interview unobtrusively.

The main types of questions are:

Closed questions - these prompt a "yes" or "no" answer and are of limited value as they restrict candidates from giving information about themselves. They are also often based on your assumptions e.g.. "so I take it you enjoy your job" "No". They are useful in certain circumstances such as checking factual points or trying to halt a talkative candidate. To gain much meaningful information closed questions usually have to be followed with an open or probing question, such as "Why is that?"

Leading questions - these indicate the desired answer to the candidate and have no value at all. They should be avoided at all times. Examples include "Presumably you're ambitious?" or "Punctuality is essential in this job - what is your time keeping like?"

Multiple questions - these are a number of questions that have been strung together e.g. "Did you move to that department for better pay, because of the work or because you preferred the people there?" The question is loaded as well as being confusing for the interviewee. It would be better to ask: "Why did you transfer departments?"

Hypothetical questions - these types of question ask the candidate to imagine themselves in a particular situation and say how they would react. The problem with this type of question is that candidates will answer how they **think** they will behave but may not actually behave in that manner in a real life situation. Candidates will also try to answer the question in the way they think is required by the questioner. If this type of question is necessary, ask it in exactly the same way to each candidate, ensure it makes sense by trying it on a colleague first, discuss and record in advance what would be a good/acceptable answer.

Open questions - these are the most useful type of questions to ask at interview as they cannot be answered by "yes" or "no". They allow open discussion and avoid leading or biasing the response. Open questions are ones which begin with any of the interrogative pronouns: **what, where, when, why, who or how**.

Probing questions - these are useful as a follow up to a core question, for getting the candidate to talk more e.g. "Tell me about...", getting down to specifics e.g. "Can you give me an example of that ?", or finding out how the candidate reacts to difficulties e.g. “How did you cope with that?”

Behavioural questions - these ask the candidate to describe actions he or she took in specific situation. They should be used to encourage applicants to discuss specific past experiences and accomplishments.

Testing

There are numerous types of tests that can be used at the selection stage.

Typing tests to establish the candidate's keyboard and presentation skills, speed and accuracy;
Tests of written literacy. This may establish spelling and interpreting ability depending on how the test is designed;
Numeracy tests. These can assist in establishing basic numerical ability - addition, subtraction, multiplication, division and percentage calculations;
Graph interpretation tests - to establish the candidates ability to draw conclusions from data presented in graph form, or in tables of data;
Organisational ability tests to assist in establishing candidates ability to prioritise work tasks and organise their workloads. Typically these consist of a choice of rankings for sets of tasks associated with a "typical" day's work;
Simulation tests - this involves giving candidates an aspect of the post's duties to assess their performance. This may include completion of forms, conducting a presentation on a given topic, or examining a case study;
Aptitude and Personality tests - these tests can be useful in assessing a candidate's characteristics and assisting in deducing future performance;
Psychometric tests - these are published by commercial companies and test particular qualities, skills and aptitudes. As they are widely used, much statistical analysis has been done to ensure their objectivity and fairness in recruitment. Psychometric tests can only be used by people who have been trained in particular systems.

The important point to bear in mind when using selection tests is that they should be: Fair - they should not impact adversely upon any group of the community more than others; Relevant to the skill, ability, aptitude or knowledge, which is required in the post; Supplementary and complimentary to the selection interview and not used in place of it.

Reaching an Appointment Decision

The purpose of the selection process is to appoint the best candidate. The best candidate is the one who most closely matches the person specification.

At the end of the selection process a considerable amount of information will have amassed on each candidate. The next step will be to consider all of this information in a systematic way. Each candidate should be discussed in turn. Managers are <u>not</u> directly comparing candidates, but deciding from the evidence gathered who best fits the person specification. This helps avoid picking the "best of a bad bunch". If there were many candidates interviewed, it may be helpful to develop a "yes" (appointable) pile and a "no" (not appointable) pile. It is then possible to work progressively through the "yes" pile to eliminate all but the successful candidates.

In the event of more than one candidate being suitable for the post, managers may wish to identify a reserve choice and decline making a decision until all references have been seen (if they are not all available at the time). Should the successful candidate then decline the offer of employment then the post may be offered to the reserve candidate.

Any information on candidates that is obtained from outside the interview, i.e. from informal visits, should not be expressed by panel members unless it has a direct bearing on the appointment and as such should have been raised at interview.

Although it is recommended that the panel reach a consensus on their decision to appoint, ultimately the decision resides with the Appointing Manager.

The completed interview decision form should be sent along with all notes, selection test information, interview questions and the application forms to the HR Department. (Please keep notes on a separate sheet of paper and not on the copied application forms as only the originals are kept). These will then be kept with the job file which is kept for a year by the HR Department.

References

Although references cannot guarantee a candidate's suitability for the job, they will generally confirm the candidate's work record is as stated. They may also give some indication as to previous skills performance, reliability etc.

All references should be read extremely carefully and Appointing Managers should be mindful of what has <u>not</u> been mentioned as well as what has been mentioned.

Feedback

The main aim of feedback is to improve a candidate's future performance, but it also gives them an insight into where they went wrong and what they did well. Managers should relate feedback to the specific skills, abilities and knowledge required for the post and explain how or why these were not communicated at interview. Managers should aim to keep the feedback constructive.

Different Types of Contract

Fixed Term Contracts

A fixed term contract is a contract for a specific stated term. It can, however, be terminated by notice during the specified term. A contract for a specific purpose that will end at some undetermined date is <u>not</u> a fixed term contract.

When to offer fixed term contracts:

- cover of maternity leave (if budget permits)
- cover of long term sick (if budget permits)
- short term funding
- new post to be funded for a specific period
- when recommended by Occupational Health
- when a department is about to enter a competitive tendering exercise and posts are 'at risk'
- when the service contract is for a fixed term as well

Fixed term contracts should not be offered where there are doubts about the capability of the candidate.

Temporary Contracts

A temporary contract is a contract for a specific purpose which will end at an unspecified date. These should be used when you do not know the date the contract will finish such as when covering maternity leave or long term sickness absence. They may also be used to cover large amounts of annual leave taken in the summer, for example, using students.

Job Sharing

Job sharing is a variation of part-time working and it can be used at any level of the organisation. The idea is that two people share one job. They may work part of the day, part of the week each or alternative weeks depending on the person, the department and both sets of needs. Good communication between the two people is of paramount importance. The Trust will be issuing a policy and procedure on job sharing and other types of flexible working in the near future.

Term-Time Only Contracts

Term-time only working can be used for both full and part time employees. It will be particularly attractive to men and women who want to be at home during the school breaks, yet wish to work during the term-time. Managers could, for example, use other part-time workers or students to provide cover for the absence. Also managers can plan for their absence well in advance; this may not be as easy for other staff who work standard hours who often book their holidays during school holidays.

For all other Flexible arrangements please refer to the Flexible Working Policy.

Appendix D : Interview Details Form

Interview Details Form

Post Ref: **Job Title:**

This form will be used to prepare letters inviting shortlisted candidates to interview. Please complete the details below. We endeavour to ensure that all interviewees have plenty of time to prepare for their interviews, and therefore ask that this shortlisting information be returned to us five working days prior to the intended interview.

Date:	

Venue:	
Report to:	

Panel Member Name	Job Title	Extension No.

	Insert Time	If you have a preferred order of candidates, please detail here. Otherwise candidates will be offered slots on a sequential basis.
Time Slot 1		
Time Slot 2		
Time Slot 3		
Time Slot 4		
Time Slot 5		
Time Slot 6		
Time Slot 8		
Time Slot 9		
Time Slot 10		

Special Instructions (e.g. presentations, tests and time required): Please state these exactly as you would like the instruction to appear on the letter to candidates. Please specify the equipment that will be available for the candidates to use (e.g. laptop and projector).

Please return this form to your HR Administrator

Appendix E : Interview Report Form

Interview Report Form

Post Title: xxxxx

Applicant: ____

Interview Date: xxxx

5 V. Good 4 Good 3 Average 2 below average 1 Poor

	Notes					
Opener (Suggested) Briefly tell us why you are interested in this post and what experience you can bring to it? (5 mins)						
Question 1						
Question 2						

	Notes					
Question 3						
Question 4						
Question 5						
Question 6						

	Notes					
Clarification Points Does the references cover the last 3 years of employment and are the details provided the correct? If there are gaps on the application form, explore the reasons. Individual's notice period. Any forthcoming holidays.						
Q & A – Applicant's questions						

Signed: (Interviewer) ______________________ **Date:** ___________________

*** To be handed in to HR after completion to be kept for a minimum of 1 year**

Appendix F : Interview Details Form

SUMMARY OF FINAL SECTION FORM

*JOB TITLE OF POST & BAND		*POST REF NUMBER	

RECRUITING MANAGER	

Final decisions should be recorded on this form and should be completed by the Recruiting Manager. Under Data Protection legislation, the completed rating form may also be requested by candidates following the interview. This form must be sent back to the Human Resources team.

Successful candidates will be issued a written conditional offer of employment one working day following this form being received in the Human Resources Department. Candidates cannot commence in post until employment checks have been completed.

CANDIDATES NAME	**APPOINT/REJECT/ RESERVE**	**EVIDENCE FROM INTERVIEW SUMMARISED** **IF INTERVIEWS WERE SCORED, PLEASE ENTER IT HERE ALSO.**	**Please indicate the following:** **Part-time or Full-time (P/T or F/T) and number of hours if P/T.** **Perm or Fixed Term Contract (FTC)**
1.			
2.			

CANDIDATES NAME	APPOINT/REJECT/ RESERVE	EVIDENCE FROM INTERVIEW SUMMARISED IF INTERVIEWS WERE SCORED, PLEASE ENTER IT HERE ALSO.	Please indicate the following: Part-time or Full-time (P/T or F/T) and number of hours if P/T. Perm or Fixed Term Contract (FTC)
3.			
4.			
5.			
6.			
7.			
8.			

CANDIDATES NAME	APPOINT/REJECT/ RESERVE	EVIDENCE FROM INTERVIEW SUMMARISED IF INTERVIEWS WERE SCORED, PLEASE ENTER IT HERE ALSO.	Please indicate the following: Part-time or Full-time (P/T or F/T) and number of hours if P/T. Perm or Fixed Term Contract (FTC)
9.			
10.			

Appointing Manager Name	Signature	Date

Please return this form to your HR Administrator