



SFCT RECRUITMENT POLICY

- 1. Stratherrick and Foyers Community Trust** recognises that its staff are fundamental to its success. The Trust therefore needs to be able to attract and retain staff of the highest calibre and a strategic, professional approach to recruitment is essential to do this.

The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below.

2. Scope

This policy and procedure cover all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment. In order for the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and follows it. Ultimately it is the responsibility of the senior management in the Trust, including the Board, that this is the case.

3. Core Principles

- The Trust has a principle of open competition in its approach to recruitment.
- The Trust will seek to recruit the best candidate for the job based on merit. The recruitment and selection process should ensure the identification of the person best suited to the job.
- The Trust wishes to encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process and as required in order for a successful candidate with a disability to undertake the post.
- The Trust will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- The Trust will provide appropriate advice in recruitment and selection activities in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy him or herself that they can comply with the requirements of this policy and procedure.
- Recruitment and selection is a key public relations exercise and should enhance the reputation of the Trust. The Trust will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- The Trust will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.

- The Trust will ensure that its recruitment and selection process is cost effective.
- If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.
- All documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act.

4. Recruitment & Selection Procedure

There are a number of key stages in recruiting and selecting for a post. This procedure outlines the key stages.

4.1 Preparation Stage

- The recruitment and selection process should not commence until a full evaluation of the need for the role against the area's strategic plans and budget has been completed.
- The recruitment of staff will take into account the Trust's need for new ideas and approaches and additionally should support the Trust's commitment to ensuring a diverse workforce.
- All new or changed posts must be reviewed and graded before they are advertised in order to help ensure equal pay for work of equal value.
- Formal authorisation by members of the Board to recruit to a post should be sought before commencing the recruitment process.
- If a manager believes that there may be potential difficulties in recruiting to a post they should contact the Trust Manager for advice and guidance on comparative market rates and options for appropriate action.

4.2 Job Description & Person Specification

A job description and person specification must be produced or updated for any vacant post that is to be filled. The job description should accurately reflect the elements of the post. The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.

4.3 Advertising

- As a minimum all positions will normally be advertised on the Trust website and social media. This will help maximise equality of opportunity and provide staff and members of the local community opportunities for career development, thus maintaining the skills and expertise of existing staff or members of the community
- Posts can also be advertised through Indeed, TSI Highland, DTAS, Good Moves or media specific to that role for a minimum of two months.

5. Selection of Candidates

5.1 Shortlisting

- Shortlisting may involve the whole panel but must be carried out by a minimum of 2 people to avoid any possibility of bias.

- Shortlisted candidates should be provided with details of the selection process, including any tests, in writing giving as much prior notice as possible and a minimum of 5 working days before the interview. They should also be asked to advise if there are any particular arrangements or reasonable adjustments that could be made so that they can participate fully in the selection process.
- All candidates (internal and external) should be assessed objectively against the selection criteria set out in the Person Specification.

5.2 Selection & Interview

- Interview should normally be carried out by a minimum of two people, one of whom should be the Trust Manager. A third external person may also be required.
- Selection is a two-way process: candidates are assessing the role and the Trust. Those involved in recruitment should consider how best to convey a positive image.
- Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification.
- Notes recording the salient points of the interview should be taken, ideally by the interviewers, so that they can refer back to these when assessing candidates against the person specification and making decisions.
- In the event that a candidate requests feedback about their performance in the selection process this should be arranged by the Chair of the panel or the Trust Manager, although he or she may delegate this to another member of the panel where appropriate.
- Unsuccessful interview candidates should be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process.

5.3 Referees

- Information sought from referees should be structured around the requirements of the job and the job description should be provided. It should be noted that many organisations have a policy of not providing personal references and therefore references provided may only confirm details of current appointment.
- For all posts two references will be taken up.
- Referees should not be contacted without the candidate's consent and the information provided should be treated as confidential by the panel members.
- In certain circumstances a school or personal reference is acceptable.

5.4 Making the appointment

- It is recognised that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance the Trust's ability to recruit the selected candidate. In such cases the verbal offer will normally be made by the Trust Manager, although he or she has the discretion to delegate this responsibility if felt appropriate.
- Appointments will usually be made at the grade minimum of the advertised salary scale unless directly relevant experience would justify additional increments.
- Once a selection decision has been made we will produce a written offer of employment. Offers of employment are normally subject to satisfactory references or other checks as appropriate.

5.5 Induction

- Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed the Trust Manager is responsible for preparing a comprehensive induction programme for the new employee.