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| **Recruitment and Selection Procedure** | | | | | |
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| **1. Introduction** | | | | | |
| This procedure supports Barnardo’s Recruitment and Selection Policy and applies to the recruitment of new colleagues and existing colleagues applying for new roles on a permanent (open-ended) and fixed-term basis. A visual summary of the Recruitment and Selection process will be available in November.  Learning resources to support the Recruitment and Selection process are available at [eArcu | Inside Barnardos](https://inside.barnardos.org.uk/resources-and-guidance/our-it/software-and-systems/earcu)    Frequently Asked Questions (for [applicants](https://cms.barnardos.org.uk/sites/default/files/2023-10/Recruitment%20and%20Selection%20FAQs%20-%20Applicants%20-%20October%202023.docx) and for [hiring managers](https://cms.barnardos.org.uk/sites/default/files/2023-10/Recruitment%20and%20Selection%20FAQS%20-%20Hiring%20Managers%20-%20October%202023.docx)) provide the answers to some typical questions. However, if further guidance or advice is required on any aspect of the process, please contact the **Recruiter** who is the **Recruitment Team or People Team for Children’s Services roles in Northern Ireland** as follows:   * [RecruitmentSupportTeam.iBSHub@barnardos.org.uk](http://b-hive.barnardos.org.uk/Interact/Pages/Section/SubFullOne.aspx) if you are a hiring manager for a role within Retail or any role based in England and Wales * [RecruitmentSupportTeam.iBSHub@barnardos.org.uk](https://inside.barnardos.org.uk/bu/learning-all/mandatory-training) if you are a hiring manager in Scotland, Children’s Services * [people1.ni@barnardos.org.uk](mailto:people1.ni@barnardos.org.uk) if you are a hiring manager in Northern Ireland, Children’s Services | | | | | |
| **2. Procedure** | | | | | |
| **2.1 Before recruitment starts**  **Action: Hiring Manager**   * Consider and decide whether the post is required and funded, including consideration of whether the post could be undertaken as an apprenticeship. Approval must be obtained before proceeding with any vacancy. * Check if there is a generic job description and person specification already in place. * Consider as relevant [involving children and young people in recruiting new colleagues](https://inside.barnardos.org.uk/involving-children-and-young-people-recruiting-new-staff) including as part of the planning stage, during e.g., shortlisting, interviewing and after, once a candidate has been appointed. * If the post is new or substantially changed, a job description (JD) and person specification (PS) will need to be produced in the required template and emailed to the Pay and Reward Team via [PayandRewardQuery@barnardos.org.uk](mailto:PayandRewardQuery@barnardos.org.uk) for job evaluation (see [Job evaluation).](https://inside.barnardos.org.uk/people-and-culture/pay-and-pensions/job-evaluation) * If a Genuine Occupational Requirement (GOR) exists for the post, seek approval from the People Team using the GOR Exception Claim Form (see [Recruiting employees and apprentices | Inside Barnardos](https://inside.barnardos.org.uk/people-and-culture/recruiting-employees-and-apprentices)) and include details on the PS or for a generic role, the [Additional Information Sheet](https://inside.barnardos.org.uk/people-and-culture/pay-and-pensions/job-evaluation?func=ll&objId=300105194&objAction=download&viewType=1). Please see [Using protected characteristics - Recruitment - Acas](https://www.acas.org.uk/hiring-someone/using-protected-characteristics) for further guidance. * Identify the relevant pre-employment checks for the role e.g., a criminal records check, qualifications, professional registration (e.g., The Scottish Social Services Council). * Ensure the requirements which are a condition of employment are reflected in the recruitment information e.g., advert, person specification. * Determine the appropriate [advertising](mailto:RecruitmentSupportTeam.iBSHub@barnardos.org.uk?id=2753) for the vacancy.   **2.2 Plan the selection process**  **Action: Hiring Manager**   * Consider who should be on the interview panel which will consist of a minimum of two people who will have undergone Licence to Recruit Training and include a relevant diversity mix, wherever possible with additional training, covering the requirements of Fair Employment legislation in Northern Ireland, as a minimum. At least two panel members will shortlist. * Discuss and agree any additional testing/assessment with the Recruiter. * Agree shortlisting and interview date(s) with the panel and any other dates that may be required as part of the selection process. * Plan the interviews with the Recruiter.   **2.3 Complete and submit vacancy for authorisation**  **Action: Hiring Manager**  Complete the relevant vacancy information via recruitment system and submit to People Team including:   * Generic or approved evaluated JD and PS. * Authorised [GOR Exception Form](https://inside.barnardos.org.uk/sites/default/files/uploads/Genuine%20Occupational%20Requirement%20form.doc), if relevant. * [Additional Information Sheet](https://inside.barnardos.org.uk/people-and-culture/pay-and-pensions/job-evaluation?func=ll&objId=300105194&objAction=download&viewType=1) if relevant (for a generic Children’s Services job description and person specification). * Who will chair the panel and job titles of other panel member(s). * Advert wording, including main details of the job, salary, closing date and, wherever possible, proposed interview dates or week commencing*.* * If applicable, details of advertising media other than [Barnardo's Careers Site](http://www.barnardos.org.uk/get_involved/jobs.htm).   **2.4 Check vacancy and redeployment register**  **Action: People Team**   People Team to check:   * Vacancy information is complete. * JD/PS is attached and additional information sheet if relevant. * GOR Exception Form, if relevant. * Post is on Dynamics 365. * Redeployment Register for colleagues with automatic or prior consideration rights under the [Redeployment Scheme](http://b-hive.barnardos.org.uk/Interact/Pages/Content/Document.aspx?id=2751) for whom the vacancy might be suitable employment. Where applications are received from colleagues with prior consideration rights at this stage, follow the prior consideration process (see [Redundancy FAQs)](https://barnardosorguk.sharepoint.com/:w:/r/sites/Employeeandvolunteersupport/_layouts/15/Doc.aspx?sourcedoc=%7BA741E2BC-2F3B-42EB-AAB8-2FBBB6F971E0%7D&file=02.%20Redundancy%20FAQ%20updated%20April%202022.doc&action=default&mobileredirect=true). * If vacancy is not filled via redeployment, continue with this process and proceed to **2.5**. * People Team to authorise and submit to the Recruiter.   **2.5 Publish vacancy and advertise internally or internally and externally**  **Action: Recruiter**   * Recruiter to confirm with recruiting manager that vacancy is now live. * Assign a vacancy reference number and enter the job details on the vacancy tracker.   **2.6 Short-list applicants and decide interview format/questions**  **Action: Hiring Manager/Panel Members**   * Comply with automatic and prior consideration [redeployment](http://b-hive.barnardos.org.uk/Interact/Pages/Content/Document.aspx?id=2751) obligations, contacting your People Team if advice is required. * Shortlist applicants against person specification criteria and agree shortlist. * Comply with the Disability Confident Scheme by ensuring that disabled candidates who have registered to be considered under the scheme and who meet the essential criteria for the role are shortlisted and plan for any requested [reasonable adjustments](http://b-hive.barnardos.org.uk/Interact/Pages/Content/Document.aspx?id=2169).   **Action: Hiring Manager**   * Submit shortlisted applicants to recruiter. * Offer feedback to internal applicants not shortlisted.   **2.7** **Notify applicants for interview, taking up references prior to interview on all shortlisted candidates applying for posts in one of our schools (see Additional Requirements for** [[Getting references policy.)](https://inside.barnardos.org.uk/employee-and-volunteer-support/recruiting-employees-and-apprentices/getting-references-policy)](https://inside.barnardos.org.uk/involving-children-and-young-people-recruiting-new-staff)  **Action: Recruiter**   * E-mail invitations to shortlisted candidates. Candidates will be asked if there are any reasonable adjustments that could be made so that they can participate fully and fairly in the interview process.   Candidates to be notified of the following:   * Requirement to complete online Safeguarding Self-Declaration prior to interview. * Requirement to present **original** documents to evidence their right to work in the UK (see [Checking the right to work in the UK](https://inside.barnardos.org.uk/people-and-culture/recruiting-employees-and-apprentices/checking-right-work-uk)) and their ID for a disclosure check, where relevant and [Barnardo's ID card](http://livelink.barnardos.org.uk/otcs/llisapi.dll?func=ll&objId=210424954&objAction=browse&viewType=1). * Requirement to bring their original certificate(s) for essential qualifications and any other documents required e.g., professional registration, driving licence etc. * Contact candidates to follow up if attendance is unconfirmed.   *Note that: only relevant documents required for a new role will be requested from internal applicants.*  **2.8 Prepare for selection process**  **Action: Recruiter**   * Send Hiring Manager interview candidates schedule and details of any reasonable adjustments requested during invite process.   **Action: Hiring Manager**   * Prepare interview questions using (see [Interview guidance).](https://barnardosorguk.sharepoint.com/sites/RecruitmentInformationandResources/Shared%20Documents/Forms/AllItems.aspx?xsdata=%3D%3D&sdata=U0owRXZIc09FamNwYU5BQ2FJNFRhNHZqc25WYjVxdEw3MjdJaHRxQndZOD0%3D&ovuser=171b1f19%2D7567%2D4d3c%2Dbb9a%2D748ad03f301a%2Ckaren%2Ehawes%40barnardos%2Eorg%2Euk&OR=Teams%2DHL&CT=1697821544555&clickparams=eyJBcHBOYW1lIjoiVGVhbXMtRGVza3RvcCIsIkFwcFZlcnNpb24iOiI0OS8yMzA5MjkxMjMwOCIsIkhhc0ZlZGVyYXRlZFVzZXIiOmZhbHNlfQ%3D%3D) * Liaise with recruiter to organise any selection tests/assessment centre. * Ensure reasonable adjustments are in place for candidates. * Accommodate on the spot reasonable adjustment requests where possible.   **2.9 Conduct right to work checks (see** [Checking the right to work in the UK](https://inside.barnardos.org.uk/people-and-culture/recruiting-employees-and-apprentices/checking-right-work-uk)), **check and copy documents and conduct selection processes**  **Action: Hiring Manager/Panel Members**   * Check ID and copy **original** documents required to evidence candidates’ right to work in the UK (see [Checking the right to work in the UK](https://inside.barnardos.org.uk/people-and-culture/recruiting-employees-and-apprentices/checking-right-work-uk)), their ID for disclosure check, where relevant/ [Barnardo's ID card](http://livelink.barnardos.org.uk/livelink91/livelink.exe?func=ll&objId=210424954&objAction=browse&viewType=1), **original** certificate(s) for essential qualifications and any other **original** documents required e.g. professional registration, driving licence etc. * For the right to work in the UK check, **work through and complete the Right to Work Checklist (**see[Checking the right to work in the UK](https://inside.barnardos.org.uk/people-and-culture/recruiting-employees-and-apprentices/checking-right-work-uk)). Put a note on the document(s) that you have copied as proof of the candidate’s right to work in the UK to certify that you have seen and checked the original document(s), your name (in print so legible) and the date you copied the documents. * Conduct selection interviews which must include an Equality, Diversity and Inclusion and safeguarding question (see [Recruitment Information and Resources](https://barnardosorguk.sharepoint.com/sites/RecruitmentInformationandResources/Shared%20Documents/Forms/AllItems.aspx?xsdata=%3D%3D&sdata=U0owRXZIc09FamNwYU5BQ2FJNFRhNHZqc25WYjVxdEw3MjdJaHRxQndZOD0%3D&ovuser=171b1f19%2D7567%2D4d3c%2Dbb9a%2D748ad03f301a%2Ckaren%2Ehawes%40barnardos%2Eorg%2Euk&OR=Teams%2DHL&CT=1697817931083&clickparams=eyJBcHBOYW1lIjoiVGVhbXMtRGVza3RvcCIsIkFwcFZlcnNpb24iOiI0OS8yMzA5MjkxMjMwOCIsIkhhc0ZlZGVyYXRlZFVzZXIiOmZhbHNlfQ%3D%3D)). * All panel members to record and score each candidate’s responses to the interview questions independently. * Once all interviews have been completed, make selection decision.   **3. If another stage is required e.g., second stage interview, assessment centre**  **Action: Hiring Manager**   * Decide which of candidates to invite to next stage and give names and details of what is required to the recruiter.   **Action: Recruiter**   * Notify the candidates chosen to attend next stage.   **3.1. Once a potentially suitable candidate is selected**  **Action: Hiring Manager**   * Check Safeguarding Self-Declaration for successful candidate. If nothing is disclosed, advise candidate that subject to satisfactory pre-employment checks they have been successful, offer salary in accordance with Barnardo’s pay policy and discuss possible start date. * For a Safeguarding Self-Declaration with content disclosed (i.e., one that refers to information relating to convictions, cautions, etc. and/or other non-conviction information that raises potential safeguarding risk), consider the relevance of the criminal record in relation to the duties that need to be performed and the circumstances in which the work is to be carried out. Meet with the applicant to discuss this and to inform the risk assessment process. (See [Risk Assessment for considering criminal record and related disclosures](https://inside.barnardos.org.uk/people-and-culture/recruiting-employees-and-apprentices/recruitment-assessing-potential) ). * Teachers Services should be used before making a conditional offer. See [Teacher status checks: information for employers - GOV.UK (www.gov.uk)](https://www.gov.uk/guidance/teacher-status-checks-information-for-employers). A candidate will need to be rejected if they are subject to any prohibition order and therefore prohibited from working in the teaching profession. Notify recruiter to reject candidate. * If satisfied with the information provided and the candidate does not pose a risk to the position applied for, confirm with recruiter and continue to make conditional job offer, subject to the relevant pre-employment checks. * If the role requires a criminal record disclosure check, retain risk assessment and review it following receipt of the disclosure check; otherwise send form to Recruiter together with other documents (e.g. interview notes, Right to Work Checklist and documentation). * A formal record of the decision should be kept, together with clear reasons as to why that decision e.g., to appoint (or reject) has been reached. * If it is deemed that the applicant poses a risk in the position applied for and these risks cannot be managed or minimised, the applicant will need to be rejected and this confirmed with the recruiter. Advice can be sought from the People Team, where necessary.   **3.2. Making a conditional offer**  **Action: Hiring Manager**  ***Important Note:*** *No conditional job offer can be made without receipt of a completed Safeguarding Self-Declaration relevant to the position applied for, which must be completed and submitted at the interview stage by the candidate and subsequently reviewed by the Recruiting Manager, in accordance with the steps outlined above.*   * To continue with making a conditional job offer, log successful candidate as ‘request to hire’ and unsuccessful candidates to Recruiter via the recruitment system. * Upload documents copied and certified e.g. Right to Work Checklist and Interview Questions and decision Form. *The Right to Work Checklist must be fully completed and the check undertaken in person as per Home Office requirements.* * Safely shred copies of ID documents of unsuccessful applicants. * If the potentially suitable candidate has time-limited/restricted permission to work in the UK, diarise the follow-up check and keep a copy of the completed Right to work Checklist) for your own use. *Follow-up check must be diarised even if a Fixed-Term Contract will expire within the time-limit, in case the contract is extended. If a follow-up check is required, the Recruiting Manager must refer* to [Checking the right to work in the UK](https://inside.barnardos.org.uk/people-and-culture/recruiting-employees-and-apprentices/checking-right-work-uk))*.* * Inform internal, where applicable and external unsuccessful applicants and offer feedback. * Retain securely unsuccessful interview notes for 6 months in accordance with Barnardo’s [Privacy notice](https://www.barnardos.org.uk/privacy-notice) and then securely shred.     **3.3 Administer and verify pre-employment check documentation**  **Action: Recruiter**   * Set up (or for internal candidates, update Electronic Staff File - ESF) and save all documents electronically. * Check document(s) copied for the successful candidate’s right to work in the UK check, and if **incomplete or non-compliant,** advise Recruiting Manager to repeat, check or ask for clarification. Further advice can be sought from the People Strategy and Projects Team. * If all satisfactory, update Dynamics 365. When entering details of the completed right to work in the UK check, ensure the expiry date of any time-limited right to work in the UK is entered. * Send the applicant a conditional offer of employment, any forms required for [pre-employment checks](https://inside.barnardos.org.uk/sites/default/files/uploads/Checking%20right%20to%20work%20in%20the%20UK.pdf?id=3209), welcome letter and information on [Joining Barnardo's.](https://inside.barnardos.org.uk/joining-barnardos) * Request references as per the [Getting references policy.](https://inside.barnardos.org.uk/employee-and-volunteer-support/recruiting-employees-and-apprentices/getting-references-policy) * Chase references if necessary, notifying the Hiring Manager of any issues or areas of concern. File references received on ESF and update Dynamics 365. * Send a reminder to Hiring Manager about organising induction (see [Manager's induction checklist](https://inside.barnardos.org.uk/people-and-culture/managing-people/managers-induction-checklist). * Monitor and follow up return of pre-employment checks regularly. * Liaise with candidate and Hiring Manager to keep them informed of progress.   **Action: Hiring Manager**   * Follow requirements under [Getting references policy.](https://inside.barnardos.org.uk/employee-and-volunteer-support/recruiting-employees-and-apprentices/getting-references-policy) Where required, take up telephone references (as per ‘additional requirements’ or follow up by telephone as per the Getting References Policy). * For any unsatisfactory, incomplete or concerning reference, liaise with People Team and follow the Getting References Policy. * For any unsatisfactory disclosure check, follow appropriate [Criminal Records Disclosure Policy](https://inside.barnardos.org.uk/people-and-culture/recruiting-employees-and-apprentices/interview-guidance-questions-and-forms?subsection=2572) and complete/review [risk assessment for considering criminal record and related disclosures](https://inside.barnardos.org.uk/people-and-culture/recruiting-employees-and-apprentices/recruitment-assessing-potential), assessing whether any appropriate safeguards can be put in place to minimise any risks. If the risk is low and/or can be managed with appropriate measures in place proceed with offer and send completed risk assessment to recruiter. If it is deemed that the applicant poses a risk in the position applied for and these risks cannot be managed or minimised, the applicant will need to be rejected and this confirmed with the recruiter.   **3.4** **Confirm or withdraw the offer**  **Action: Hiring Manager**   * Notify recruiter where conditional offer is withdrawn due to outcome of risk assessment or unsatisfactory references/pre-employment checks and agree withdrawing conditional offer letter wording with People Team. * Where all pre-employment checks have been successfully completed OR risk assessment is satisfactory, proceed with offer of employment, making the following arrangements as appropriate: * Finalise start date and inform recruiter. * Arrange ID Badge/Security pass. * Discuss details of requested [reasonable adjustments](http://b-hive.barnardos.org.uk/Interact/Pages/Content/Document.aspx?id=2169), including their preference for when these need to be in place.   **Action: Recruiter**   * Order IT login for new starter once start date is confirmed. * Prepare Written Statement of Particulars and send to Recruiting Manager for review. * Confirm the offer of employment and send the new colleague full terms and conditions including start date confirmation, Day 1 instructions and relevant enclosures e.g., the [Safeguarding code of conduct](https://inside.barnardos.org.uk/safeguarding-code-conduct) ,before their first day. The Safeguarding Code of Conduct forms part of a colleague’s Written Statement of Particulars and must be read, signed and returned by the colleague before they commence employment with Barnardo’s or as soon as reasonably practical on receipt of the Code.   ***Note that:*** *The Recruiter must receive a satisfactory completed risk assessment form where a positive safeguarding declaration and/or positive criminal records disclosure check has been received in order for terms and conditions to be issued. No one should start until this has been done.*  **3.5 Complete Electronic Staff File (ESF) and recruitment records**  **Action: Recruiter**   * Update Dynamics 365. * Scan all documents into the ESF.   **3.6 Onboarding**  **Action: Hiring Manager**   * Welcome new employee and start induction phase and confirm [Mandatory training](https://inside.barnardos.org.uk/bu/learning-all/mandatory-training). * Advise Recruiter on Day 1 that the new colleague has started work. * Check systems access * Set standards and discuss objectives following Barnardo’s [Probationary and transition periods policy](https://inside.barnardos.org.uk/employee-and-volunteer-support/performance/probationary-and-transition-periods-policy)   **Action: Recruiter**   * Where colleague has started work complete hire and set up on payroll. | | | | | |
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