

**Recruitment & Selection**

**Frequently Asked Questions For Hiring Managers**

These Frequently Asked Questions (FAQs) support the Recruitment & Selection Policy and Procedure and are provided to hiring managers as guidance on some common questions that may typically occur. Of course, there may still be further questions that arise, or guidance required, in which case, please ask your Recruitment Advisor or contact your People Team.

Contents

[Recruitment - General 3](#_Toc148359005)

[Q. How can I make the Recruitment and Selection process as inclusive and accessible as possible? 3](#_Toc148359006)

[Q. Where can I get advice and guidance on the Recruitment process? 4](#_Toc148359007)

[Q. Does Barnardo’s hold a Sponsorship Licence? 4](#_Toc148359008)

[Q. Where can I find out information on where I can advertise my vacancy? 4](#_Toc148359009)

[Q. How do I write a good advert? 4](#_Toc148359010)

[Q. How do I recruit an Apprentice? 5](#_Toc148359011)

[Q. What training do I need to undertake as a hiring manager? 5](#_Toc148359012)

[Q. I need to advertise for a particular protected characteristic, what is the process I need to undertake for this? 5](#_Toc148359013)

[Q. A disabled applicant has requested to be considered under the guaranteed interview scheme, what action should I take? 6](#_Toc148359014)

[Q. What pre-employment checks are required for roles within Barnardo’s? 6](#_Toc148359015)

[Q. Who should be included on the interview panel? 7](#_Toc148359016)

[Q. What are the expectations of panel members? 7](#_Toc148359017)

[Q. An applicant has stated ‘Prior Consideration’ on their application, what does this mean and what action should I take? 7](#_Toc148359018)

[Pre-interview 8](#_Toc148359019)

[Q. I have a disabled candidate who has requested reasonable adjustments for interview, is there guidance available to support me to actioning these? 8](#_Toc148359020)

[Post Interview 8](#_Toc148359021)

[Q. Do I need to provide feedback to unsuccessful candidates? 8](#_Toc148359022)

[Q. What should I provide in terms of feedback for candidates that are unsuccessful? 8](#_Toc148359023)

[Q. Who can I speak to if the successful candidate wants to negotiate the terms of the role? 8](#_Toc148359024)

[Q. I have a concern with a response made to the safeguarding self-declaration question, who can I speak to about this? 8](#_Toc148359025)

[Pre-Employment 9](#_Toc148359026)

[Q. I have received pre-employment checks which are deemed to be unsatisfactory, what should I do? 9](#_Toc148359027)

[Q. What is Barnardo’s policy when it comes to offering an appropriate starting salary? 9](#_Toc148359028)

[Q. My new starter is disabled and has requested reasonable adjustments, what resources are available to support these discussions? 9](#_Toc148359029)

[Q. I’ve heard of Access to Work (England, Wales, and Scotland), (equivalent in Northern Ireland) what does this provide and where can I go for guidance? 9](#_Toc148359030)

|  |
| --- |
| Recruitment - General |
| Q. How can I make the Recruitment and Selection process as inclusive and accessible as possible? |
| **A**. This can be achieved by following Barnardo’s Recruitment and selection Procedure and adhering to the requirements of related Barnardo’s polices such as EDI, Recruitment of Ex-offenders and by providing reasonable adjustments to disabled applicants. This will create equal access to vacancies and ensure the recruitment process is fairly applied to applicants from all backgrounds. |
| Q**. Where can I get advice and guidance on the Recruitment process?** |
| You can contact the following:  [recruitmentsupport@barnardos.org.uk](mailto:recruitmentsupport@barnardos.org.uk) for roles within Retail and any role based in England, Wales, Scotland and Northern Ireland. |
| Q. Does Barnardo’s hold a Sponsorship Licence? |
| No, which means we cannot support sponsorship requests from applicants outside of the UK. |
| Q. Where can I find out information on where I can advertise my vacancy? |
| **A.** Your Recruitment Team will be able to provide you with advice and guidance on advertising options. This may include on-line job boards, social media platforms for example such as, LinkedIn and professional networks to ensure the role is advertised across a range of diverse mediums. Please contact your Recruitment Team to discuss as outlined above. |
| Q. How do I write a good advert? |
| This is your opportunity to give a great first impression of Barnardo’s and make candidates want to apply to work in your team.   * Ensure that you are highlighting the minimum essential criteria in the advert i.e., what are the 3 or 4 key things that applicants must be able to do. * Try not to limit the criteria too much as this will narrow down your selection pool. Building a diverse talent pool allows you to see different perspectives, as well as recognise that experience can be achieved in different ways. * Use clear, concise language. * Avoid internal or technical jargon or unexplained acronyms. * Use non-discriminatory and inclusive language. Barnardo’s recruitment system will guide you as you write your advert and will highlight if you are using language that is heavily gender bias.   Please contact your Recruitment/People Team for further guidance. |
| Q. How do I recruit an Apprentice? |
| Information on how you can recruit an Apprentice can be found at:  [Apprenticeships for Barnardo's employees | Inside Barnardos](https://inside.barnardos.org.uk/learning-and-development/learning-all/apprenticeship-academy/apprenticeships-barnardos-employees) |
| Q. What training do I need to undertake as a hiring manager? |
| In line with Barnardo’s [Equality, Diversity and Inclusion (EDI) Action Plan](https://inside.barnardos.org.uk/employee-and-volunteer-support/equality-diversity-and-inclusion), which  includes our anti-racism commitments, you will need to have completed Barnardo’s License to Recruit training (see [b-learning)](https://barnardos.clcmoodle.org/local/sites/barnardos/login/) and if you are a hiring manager in Northern Ireland, additional training in carrying out a recruitment and selection process. |
| Q. I need to advertise for a particular protected characteristic, what is the process I need to undertake for this? |
| **A.** If it can be demonstrated that a particular protected characteristic (under anti-discrimination legislation) is crucial to a particular job, and that only someone who has that particular characteristic is suitable for the job then you will need to refer to the [Genuine Occupational Requirement Form](https://inside.barnardos.org.uk/people-and-culture/recruiting-employees-and-apprentices) available on Inside.Barnardo’s.  If you require specific guidance relating to this, please contact the Equality, Diversity and Inclusion Team at [ask.edi@barnardos.org.uk](mailto:ask.edi@barnardos.org.uk) |
| Q. A disabled applicant has requested to be considered under the guaranteed interview scheme, what action should I take? |
| Barnardo’s is a Disability Confident Employer. Our Interview Guarantee Scheme means we provide guaranteed interviews to all disabled applicants who meet the essential criteria for the job and indicate that they wish to be considered under this scheme in their application. |
| Q. What pre-employment checks are required for roles within Barnardo’s? |
| As a minimum all roles will require the following pre-employment checks:   * identity and right to work – ensuring there is the legal right to work in the UK. * satisfactory references - all roles will require references to be undertaken, with different reference requirements depending on what type of role is being recruited to (see [Getting references policy](https://inside.barnardos.org.uk/employee-and-volunteer-support/recruiting-employees-and-apprentices/getting-references-policy)). * confirmed acceptance of Barnardo’s [Safeguarding Code of Conduct.](https://inside.barnardos.org.uk/safeguarding-code-conduct)   In addition, depending upon the nature of the role the following pre-employment checks will also be required:   * satisfactory criminal record check – level dependant on eligibility. For Retail roles, a basic criminal records check is requested. * copies of certificates or other documentary evidence to required qualifications or professional registration, where relevant. * For schools-based roles, in accordance with the statutory guidance for Keeping Children Safe in Education, satisfactory confirmation from Barnardo’s Occupational Health provider, that the candidate is fit to carry out their work responsibilities. * Producing a current, valid driving licence, if driving is an essential requirement for the role.   These checks ensure that all prospective colleagues are legally entitled to work in the UK and have the right background checks before working for Barnardo’s. They ensure that we maintain an overview of those entering our employment and help to prevent the occurrence of forced or involuntary labour. Specific guidance about the potential warning signs of modern slavery when undertaking recruitment is provided from Unseen UK: <https://www.unseenuk.org/about-modern-slavery/spot-the-signs/> |
| Q. Who should be included on the interview panel? |
| You should consider who will be on the interview panel as early as possible in the  process to allow effective planning. Interview panels will consist of at least two members including a relevant diversity mix wherever possible, who will have undergone Licence to Recruit Training, with additional training also required in Northern Ireland. When considering the size and composition of the panel, the hiring manager will take into account the nature and grade of the role and select members based on the specific contribution that they can make to the interview process. Where required, for roles in residential establishments subject to the Residential Special Schools’ National Minimum Standards, one member of the interview panel will have undertaken Safer Recruitment in Education training. |
| Q. What are the expectations of panel members? |
| It is expected that each panel member will take an active part in the recruitment  process, by supporting you the hiring manager who will chair the panel. This will include shortlisting applicants against the person specification criteria and agreeing the shortlist and then at interview, asking assigned questions, recording responses and scoring each question. |
| Q. An applicant has stated ‘Prior Consideration’ on their application, what does this mean and what action should I take? |
| Prior Consideration status is given to colleagues whose role is under threat of  redundancy. Colleagues with this status should have their application shortlisted and considered usually before other applicants. Any colleague who is on maternity, shared parental, adoption or fostering Leave and at risk of or under notice of redundancy must be first given priority for redeployment. For further guidance please contact your People Team. |
| Pre-interview |
| Q. I have a disabled candidate who has requested reasonable adjustments for interview, is there guidance available to support me to actioning these? |
| **A.** To support a full and fair participation in the recruitment and selection process, a disabled applicant may request reasonable adjustments. Guidance is available at [Reasonable adjustments at work - ACAS](https://www.acas.org.uk/reasonable-adjustments) and [Reasonable Adjustments for Mental Health - Guidelines.](https://acas.frontify.com/d/9XEi1YzDsXxS/n-a?utm_source=frontify&utm_medium=email&utm_campaign=RAMH#/campaigns/reasonable-adjustments-for-mental-health) If you need any further guidance or support with regards to reasonable adjustment requests, please contact the Equality, Diversity and Inclusion Team at [ask.edi@barnardos.org.uk](mailto:ask.edi@barnardos.org.uk) |
| Post Interview |
| Q. Do I need to provide feedback to unsuccessful candidates? |
| **A.** For unsuccessful candidates, there is an expectation that feedback is provided to all internal candidates and upon request for external candidates. |
| Q. What should I provide in terms of feedback for candidates that are unsuccessful? |
| Firstly, you should thank the candidate for their interest in Barnardo’s and the  role. You should be genuine, practical, and compassionate when offering feedback, highlighting areas where the candidate successfully demonstrated their knowledge and understanding and providing examples for improvement. |
| Q. Who can I speak to if the successful candidate wants to negotiate the terms of the role? |
| You should discuss this with the Recruitment Centre or your People Team. |
| Q. I have a concern with a response made to the safeguarding self-declaration question, who can I speak to about this? |
| For any concerns or queries you have around safeguarding, please  contact your Safeguarding Lead or the Head of Corporate Safeguarding and Quality if they are unavailable. |
| Pre-Employment |
| Q. I have received pre-employment checks which are deemed to be unsatisfactory, what should I do? |
| **A**. You should contact you People Team for advice and guidance. |
| Q. What is Barnardo’s policy when it comes to offering an appropriate starting salary? |
| In demonstrating responsible stewardship and in line with Barnardo’s Pay and  Reward Framework, salary appointments should seek to be made at the minimum of the relevant grade pay band wherever possible. However, if a candidate's level of experience and/or current salary is higher, please contact your People Team for advice to ensure consistent and fair application of salary scales across Barnardo's. |
| Q. My new starter is disabled and has requested reasonable adjustments, what resources are available to support these discussions? |
| Barnardo’s [Accessibility passport is](https://inside.barnardos.org.uk/people-and-culture/wellbeing/accessibility-passport) a tool to support discussions about reasonable adjustments between colleagues and line managers. There is also various support and guidance available at [Wellbeing | Inside Barnardos.](https://inside.barnardos.org.uk/people-and-culture/wellbeing)  Further guidance can be obtained from People, Health and Safety and EDI Teams as required. |
| Q. I’ve heard of Access to Work (England, Wales, and Scotland), (equivalent in Northern Ireland) what does this provide and where can I go for guidance? |
| Access to Work is a government scheme that can pay for support to help  disabled people start or stay in work. Following an application to Access to Work, an assessment will be carried out to determine what support is recommended. The support that is offered will be based on individual’s needs and could include a grant to help cover the costs of practical support in the workplace including support workers. It may be able to pay for additional support on top of any reasonable adjustments agreed with line managers.  Additional guidance can be found [here](https://www.gov.uk/access-to-work/apply) for Access to Work (England, Wales, and Scotland) and [here](https://www.nidirect.gov.uk/articles/access-work-practical-help-work#:~:text=Access%20to%20Work%20%28NI%29%20helps%20with%20the%20practical,help%20towards%20the%20extra%20approved%20costs%20that%20arise.) for Access to Work NI. |

People Strategy & Projects Team October 2023