



# RECRUITMENT AND SELECTION POLICY

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# DOCUMENT CONTROL

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V3.5	June 2023	HR Department	Under review, no changes currently
V4.0	Oct 2023	HR Department	Reviewed, changes to following sections: - S3. Minor change to Policy title - Equality Diversity & Respect at Work. - S6 and S20: Minor changes to recruitment and selection forms ie : Interview Record and Interview Planning Sheet. - S17: Inclusion of statutory regulation change to issue contract of employment prior to or on day 1 of employment. - S18: Procedure for reference requests are referred to HR only. - S18: Procedure for Health Clearance reviewed. - S18: Statutory requirements on work permit updated
V4.1	Nov 2023	HR Department	Reviewed, minor changes to Section 1, 6, 15, 16, 17, 18 & 20

## Approval

Version	Name	Position	Signature	Approved Date
V2.0	S Longland	HR Employee Relations manager		13 Jan 2011
V2.0	Nick Farmer	CEO		
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## Glossary

Term	Description

## 1 POLICY STATEMENT

This policy is to ensure that the individuals responsible for recruitment and selection always hire and promote the most appropriate applicant or employee in a safe, fair and consistent manner, free from discrimination and to ensure that relevant processes have been followed to protect vulnerable groups. The policy has been produced to ensure an open, consistent and fair approach to recruitment. It provides details of the administrative process that should be followed to provide equality of opportunity to all applicants. The policy seeks to give practical guidance throughout the recruitment process and to set standards of best practice.

Fair recruitment and selection is part of Badger's wider commitment to equality of opportunity in employment. Effective recruitment and selection of staff are key elements in ensuring that Badger has the values, skills and capabilities in its workforce to achieve its business aims.

It is Badger's aim to employ the best candidate for each appointment whether an applicant already works for the organisation or not. All managers must recognise their responsibilities in terms of the fair treatment of all existing and potential employees.

It is Badger's intention to provide a quality response to every applicant who expresses an interest in working for the organisation. To this end, the HR department acknowledges all requests for application forms in writing (including online).

## 2 POLICY PROVISION

The policy will provide:

- A recruitment checklist of actions required by recruiting managers and the Human Resources department.
- A framework within which the recruitment process will operate.

The Human Resources department will be responsible for overseeing and managing the recruitment process in collaboration with recruiting managers.

The Human Resources department will provide advice and guidance to recruiting managers at any stage of the recruitment process so managers are asked to contact a member of the HR department should they require assistance.

A member of the Human Resources department should attend interviews for all senior level posts and would be willing to be a member of any other interview panel as and when requested by a recruiting manager.

## 3 EQUAL OPPORTUNITIES AND DIVERSITY

The policy seeks to develop positive practice to promote equality of opportunity in employment and Badger aims to attract and appoint the best candidates for employment. This policy should be read alongside Badger's Equality, Diversity and Respect at Work Policy. Badger seeks applicants regardless of any protected characteristic trade union membership or whose offence under the Rehabilitation of Offenders Act is deemed spent.

## 4 CONFIDENTIALITY

Completed application forms and the proceedings of interviews are strictly confidential. Panel members should treat all information on applicants and all their deliberations as strictly confidential.

It is the responsibility of Panel members, both at shortlisting and interview stages, to ensure that copies of application forms are stored securely and confidentially whilst in their possession

## 5 TYPES OF DISCRIMINATION

There are two areas of discrimination to be avoided when recruiting staff:

### Indirect Discrimination

Indirect discrimination occurs when a provision, criterion or practice is applied to all candidates disproportionately thus disadvantaging candidates of one gender, race, creed, colour, nationality, marital status, pregnancy, age, disability, social background, sexual orientation, religion or belief, ethnicity, trade union membership. Such requirements are unlawful unless justified by the needs of the job (Genuine Occupational Qualification).

### Direct Discrimination

It is unlawful to treat a person less favourably than others on grounds of a protected characteristic or trade union membership.

## 6 THE STAGES OF RECRUITMENT AND SELECTION

To ensure fairness at all stages, the process should be open, fully documented and based on accurate information and justifiable decision making.

An overview of the recruitment process follows:

- Postholder resignation or the creation of a new post.
- Manager to review the vacant post, assess the need for replacement or assess the need for the creation of a new post.
- Manager to revise existing job description and person specification, or if the post is new, create a job description and person specification for the new post.
- Manager to complete a Request to Recruit form and submit as outlined under Procedure, clause 7 of this policy.
- Manager to prepare an advertisement, both internally and externally to the organisation, seeking applications as widely as possible. Forward final advert to HR for processing.
- HR to record details of each and every enquiry and set up a job file for each post.
- HR to distribute application packs to applicants.
- HR to record the return of every completed application form.
- HR to pass copies of all completed application forms to the Chair of Shortlisting Panel that must comprise at least two appropriate people.
- Using the shortlisting form, Chair of Shortlisting Panel to return list of applicants to be invited for interview to HR.
- Chair of Shortlisting Panel to set up interview arrangements, including times, date, venue and names of Panel members that must comprise at least two appropriate people; send all details to HR.
- Manager to advise HR of any tests or other selection criteria to be used.
- HR to invite applicants for interview and record responses.
- Consideration should be given as to the venue of the interview or use of remote online technological media i.e. Zoom
- After interview, managers to advise HR of outcome of interviews.
- Managers to verbally advise applicants of interview outcome and HR to write to each candidate confirming decision. Where applicants are not successful they will be offered an opportunity to speak to a member of the Interview Panel should they request feedback.

## 7 PROCEDURE

### Postholder Resignation

An employee who resigns must confirm that decision in writing to their manager stating the date they intend to leave. This will normally be the date at the end of the required notice period as specified in their Contract of Employment. The resignation letter must be forwarded to the Human Resources Department with the termination form fully completed by the manager.

### Review of Existing Post or Need for a New Post

Before embarking on the recruitment of a new member of staff, it is essential that the manager re-evaluates the post to be filled, in order to ensure that the job currently meets the present work needs. This review will help in ensuring the skills, abilities, knowledge and experience required are accurately assessed.

Every vacancy should be analysed and the following points investigated before proceeding to recruit to the vacancy.

- Review the job description and person specification and consider the need to amend to ensure the post and its associated skill, experience and knowledge are still required in its present format. Consider if the job has significantly changed, or if new or different skills are required, is it still a necessary and appropriate post?
- Consider current and future requirements of the job and overall impact on the department and the organisation.
- Consider if the post could be filled by re-allocation of the workload or re-training existing staff.
- Consider options such as job share, flexible working and part-time working.

### Request to Recruit

If the above criteria are satisfied, complete and submit a Request to Recruit form to line manager for approval. The line manager, in conjunction with the Director, will be responsible for identifying the funding/budget for the vacancy. Where the recruiting manager is at a more senior level, the approval should be sought from the Chief Executive.

Where there is a need to create a new post, the same basic principles should apply.

### Job Description

The job description is a broad statement of the overall aim and purpose of the job, key duties and areas of responsibility and if appropriate, should include performance standards, specific objectives and expectations.

The duties outlined in the job description should give the postholder an indication of the level and range required in the post, and be as informative as possible for potential applicants.

Job descriptions must be reviewed for all vacant posts making any necessary adjustments, and dated at the time of the review. It should be understood that a job description may be reviewed and updated by agreement between the parties at any time to reflect changes to the needs of the service and/or the development of the individual.

Badger has a standard job description format that should be used when a new post is identified.

### Person Specification

Whilst a job description is a statement of the purpose and key tasks/responsibilities within a job, a person specification is an interpretation of the job description which identifies the skills and competencies required of candidates to ensure they are capable of meeting the essential or in exceptional circumstances desirable criteria for effective performance. These must be justifiable, realistic and relevant to the post.

Requirements should be expressed as precisely as possible and be such that the application form, interview, or any tests performed can provide appropriate evidence. It is important that the essential requirements contain the minimum criteria necessary for a postholder to be able to perform the job to a satisfactory standard.

The person specification is designed to:

- Satisfy the essential experience, skills, abilities, knowledge and personal qualities needed for the post and must exclude any unnecessary qualifications or physical characteristics.
- Meet equal opportunities requirements, , and ensure fair and objective selection
- Provide a basis for suitable interview questions
- Provide criteria against which to assess each candidates' suitability
- Exclude any wording which may be deemed discriminatory under the requirements of equal opportunity legislation and practice.

All criteria should be strictly relevant to the requirements of the post and should not be unnecessarily restrictive so as to exclude particular applicants or groups. Each applicant should be measured against such criteria at the shortlisting stage.

The person specification and job description should be referred to when writing the advertisement, shortlisting, preparing interview questions and to identify whether tests would be appropriate as part of the interview process. Both the job description and person specification are vital to the recruitment process in ensuring equality of opportunity.

Badger has a standard person specification format that should be used when a new post is identified.

## 8 PLANNING AND TIMESCALES

The purpose of planning is to avoid delays later in the process. To aid the effectiveness of the process, wherever possible sufficient time should be dedicated to planning by the manager considering the following questions:

- Has the job description changed? If so have the duties been reviewed and a new job description drawn up?
- Has the person specification been updated?
- Are tests necessary for the post and have they been prepared?
- Is there any reason why the job cannot be shared?
- Has the method of advertising been agreed?
- Have the interview questions been fully mapped out?
- Have the recruitment papers been fully agreed
- Have the dates, times and venue been agreed with panel members and secured?
- Are candidates to be invited to visit prior to interview and who will be responsible for arrangements?

The recruiting manager is responsible for ensuring that all the necessary information relating to the above is made available to the Human Resources department prior to advertising the post.

## 9 ADVERTISING

It is Badger's policy that jobs should be advertised and open to competition, posts will as a minimum be advertised internally. This applies to both new and replacement posts to enable Badger to attract appropriately qualified candidates.

When recruiting managers are formulating the advertisement, reference must be made to the job description and the person specification, and clearly state the following:

- Requirements for the post

- Necessary and key criteria for the post
- Job location
- Hours of work
- Salary details
- Closing date for receipt of completed applications
- Date of interview where possible or at least the week in which the interview will be held
- Contact name and telephone number to call for further information
- Application procedure
- Human Resources will be responsible for including the application procedure.

Approximate costs for advertising in commonly used publications should be obtained in advance from the HR department.

No post will be advertised until the Human Resources department has received the following:

- Completed request to recruit form
- Current job description and person specification
- Advertisement including closing date for completed application forms
- Where possible, details of the proposed interview date – to inform prospective candidates and to ensure timeliness of the recruitment process

## 10 APPLICATIONS / INFORMATION PACKS

The Human Resources department will be responsible for the following:

- A copy of the application form, job description, person specification and information pack will be sent to all those considering applying for posts.
- All application forms and information packs are sent out normally within 24 hours of a request being received.
- All names and addresses of candidates requesting application forms are recorded.
- Applicants are asked to complete the standard application form so that basic information is available in a standard format in the event of any challenge.
- HR will set up an individual file for each post.

Application forms and accompanying details are confidential documents and access should be restricted to those involved in the recruitment and selection process.

The equal opportunities monitoring form is detached from the application form on receipt and should not be seen by anyone on the interview panel. This ensures that the shortlisting process is impartial and objective and based solely on the information contained in the remainder of the application form.

Badger has the discretion to accept late applications in exceptional circumstances taking into consideration reasons for late arrival.

## 11 EMPLOYMENT OF RELATIVES

A candidate may not be considered for a post where the line manager is a relative or has a close personal relationship as such an arrangement could constitute a conflict of interest.

The employment of relatives within any one particular department in Badger is not encouraged and this is particularly important where the relationship involves close family members.

In a situation where staff members become relatives post employment, it is important that every effort is made to ensure there is a mechanism in place for managing any issues that may arise. This may include the involvement of another manager, in a similar role, to address contentious or personal issues.



It is imperative that any issues are allowed to follow due process so as to avoid any discrimination, accusation of nepotism, or indeed harsher treatment than might otherwise have been applied, had a relative not been involved.

It is of course preferable that no close family members have any reporting connections whatsoever, however, where close relationships are formed during the course of employment, a meeting will be held with the staff involved to discuss the situation and agree a solution.

Under no circumstances will someone be permitted to report directly to a line manager who is a close family member or in a personal relationship.

Where it is questionable about a relationship being one of a 'close' nature or not, or a relationship with the characteristics of a close relationship but where none in fact exists, then such situations will be dealt with through the declaration of a potential conflict of interest and be managed in that form and not by the above policy.

For the purposes of clarity, an immediate family member (i.e. sibling, parent, child or partner) will always be considered a 'close' family member; relatives one step removed from these would normally be considered such as well (i.e. grandparent/grandchild, in-law, first cousin etc). This would also apply when a relationship involves "partners" and where direct line management results. Thus, all the principles previously outlined also apply to "partners".

**It is the clear responsibility of individual staff members to advise the Human Resources department, at the earliest opportunity, when a family or new close relationship is formed, that involves a direct line management.**

## 12 SHORTLISTING

After the closing date, copies of all application forms, the shortlisting form, job description and person specification are to be sent to the recruiting manager who will arrange with at least one of the other panel members to shortlist.

Where possible, all panel members should normally be involved in the short-listing. In order to avoid claims of bias and discrimination, short-listing must never be undertaken by only one person.

The panel should avoid shortlisting more than six candidates for one post and consideration should be given to the nature of the post and numbers required to be recruited.

Members of the Panel are required to disclose to the Human Resources department any personal relationship to any of the applicants. A decision may be made for that Panel member to stand down, and a replacement identified.

As an absolute minimum all shortlisted candidates should meet all the essential requirements detailed on the person specification.

The short-listing form must be completed and reasons for not short-listing must be documented clearly. This is important as such information will provide the basis for recruiting managers to give feedback to candidates who have requested reasons for not being invited to interview. It may also be used as evidence against claims of unfair selection, or any challenge to the process. All notes made by panel members on short-listing will be retained for a minimum of six months in the Human Resources department.

Where candidates have indicated that they have a disability, provided they meet the basic requirements of the person specification, Badger will offer them an interview.

**Candidates who are unsuccessful at the shortlisting stage should be advised accordingly in writing by the Human Resources department. However internal candidates should be offered the chance of more detailed feedback from a member of the shortlisting panel.**

## 13 TESTS

Where selection techniques other than interviews are to be used (i.e. presentations, computer/typing tests) the recruiting manager will need to advise both the Human Resources department and candidates at the short-listing stage.

## 14 PRE VISITS BY CANDIDATES

Any visits made by candidates prior to interview should not form part of the selection process. Wherever possible the prospective candidate should be shown round by a member of staff who will not be on the formal interview panel.

## 15 INTERVIEWING

Adequate time should be allowed for each interview. The recruiting manager should avoid interviewing more than six candidates within one day in order to maintain the same level of concentration required during the process and also the panel should always remain the same throughout the process to ensure equity for each applicant.

The composition of the interview panel should be appropriate to the level of the position and should normally comprise two managers/supervisor (the recruiting manager and another manager/supervisor; and/or a Human Resources representative. One member of the panel will be appointed as the chairperson. It may be appropriate for an external assessor to sit on the panel in certain circumstances, particularly when interviewing for senior or professional posts. The assessor will be a full member of the panel and his/her role is to provide professional/clinical advice to the panel.

### Preparation

All members of the interview panel should meet prior to the interview to agree the format of the interview, the areas that will be covered, and the areas that will be explored. This may take place prior to the day of the interview.

All members of the interview panel must be fully conversant with the job description and person specification of the post for which they are interviewing.

The recruiting manager must ensure suitable arrangements have been made for reception, waiting accommodation and seating arrangements in order to ensure privacy and no interruptions and any reasonable adjustments for candidates with a disability. (location, ICT media, signer)..

### Stages of the Interview

It is important that the interview is structured and each applicant must be assessed according to the skills, abilities, knowledge and experience to meet the requirements of the job.

The purpose is:

- To provide the selection panel with relevant information
- To allow candidates the opportunity to demonstrate their skills, knowledge and abilities against the person specification.
- To provide the candidates with more information about the job and the work of Badger to help the candidate decide whether to proceed with the application.

### Recommended Questioning Techniques

All interview questions must be designed to obtain information against the related job criteria, and should therefore, in the main, be devised around the person specification. Questions thus formulated will allow each candidate to be assessed against the person specification, and provide full evidence of the candidates' skills and experience for the panel. Questions designed in this way will be objective, realistic and non-discriminatory.

Panel members should ask both open-ended and probing questions to establish rapport, show interest and encourage the person to keep talking. In most cases, a successful interview will contain a balance of open questions, probing, reflective, direct or closed questions.

### Questions that should be Avoided

The panel should not ask discriminatory (as defined under the Equality Act 2010) questions for example about marriage plans or family intentions, leading questions, multiple questions, hypothetical questions, broad questions or long questions.

The reasons for non-selection of unsuccessful candidates will be recorded. All documentation should be returned to the Human Resources department where it will be retained for at least six months.

The approach to interview structure and content must be consistently applied to all candidates interviewed for a specific post. At the end of each interview, the candidate should be given the opportunity to ask questions of the panel and informed when and how they will be advised of the outcome of the interview.

The purpose of the interview is to fully test the competency of the candidate to ensure that the answers given match the information supplied on the application form, and that the candidate has the competencies to perform the job.

Panel members should make notes during the interview on the Interview Record Form that must be returned to the Human Resources department. In the case of a challenge the notes will be required to justify the decision reached by the panel.

HR will obtain documentation to verify right to work, qualification certificates, health documentation and professional status (if required) from each candidate.

## 16 DECISION MAKING

All panel members must be allowed to express their views about candidates in an attempt to reach a unanimous agreement and recommend the best candidate for the post.

The decision making process should be formally recorded by the Panel and based on the agreed criteria drawn from the job description and person specification. This must be signed by each Panel member. The reasons for selecting the successful candidate will be recorded. The reasons for non-selection of unsuccessful candidates will also be recorded. All documentation should be returned to the Human Resources department as soon after the interview as possible.

All offers of employment where appropriate, will be made subject to right to work documentation, satisfactory references, proof of professional registration, proof of relevant qualifications, satisfactory health clearance, including immunisation status, if appropriate, and where necessary a valid work permit. Unsuccessful candidates should be promptly notified by the recruiting manager.

It is important that any feedback given to candidates should be agreed by all panel members. Members of the panel should be reminded not to breach the confidentiality of the panel.

If requested a nominated panel member should provide feedback to unsuccessful candidates. The recruiting manager will normally contact unsuccessful candidates by phone in the first instance and the Human Resources department will inform the candidate(s) in writing.

All records, including the Interview Record form will be retained in the Human Resources department for at least six months as they may be required if a challenge or complaint is made to an Employment Tribunal.

## 17 OFFER OF APPOINTMENT

Offers of employment will be subject to us receiving satisfactory pre-employment checks. An offer of appointment letter will be sent by the Human Resources department on receipt of the appropriate paperwork. The offer letter advises

candidates NOT to tender their resignation from their existing employment until satisfactory references and health clearance have been received. A verbal offer forms part of the Contract of Employment.

All offers are conditional and subject to receipt of satisfactory clearances as stated above.

The offer letter will invite successful candidates to confirm their wish to accept the post in writing to the HR department at the earliest opportunity.

The HR department will issue the offer letter and any associated forms required. The forms should be completed and returned to the HR department once all clearances have been received and a starting date agreed with the recruiting manager.

Internal candidates may need to be re-screened by health to ensure that their health status is appropriate for the new employment if the post is significantly different.

Following receipt of satisfactory references, Occupational Health Clearance and other relevant conditions being satisfied, a Contract of Employment will be issued to the successful candidate prior to or on day one of employment. Responsibility for agreeing a starting date with the successful candidate will be with the recruiting manager who should advise the Human Resources department accordingly.

## 18 REFERENCES AND CHECKS

### References

All candidates are required to nominate a minimum of two referees, to whom they are not related, one of whom should be the present or last employer, and ideally the line manager to the candidate. If the candidate has recently left full time education, an academic reference from the school or college is acceptable. Where a candidate has not worked for several years, a personal reference is acceptable, preferably from a referee with professional standing. References from family members are not accepted.

References will automatically be taken up following interview, having first spoken to the successful candidate who may have indicated on their application form that they do not want references taken up prior to the interview. All job offers are subject to receipt of references that are satisfactory to Badger.

### The provision of References

When references are requested for staff who have left the organisation, these should be discussed with a member of the HR Department before any information is released to a third party.

### Medical Advice

All offers of employment are made on the condition that a candidate satisfies the health assessment. Candidates should be made aware of this condition at interview, and when a position is offered, the process is to be managed in accordance with the statutory provisions of the Equality Act 2010 whereby any questions and or health assessments must be undertaken according to the relevance of health to the ability to undertake the duties in question and or with respect to making reasonable adjustments to attend the job interview or undertake the job.

To aid the consideration of suitable adjustments, Badger will encourage employees to provide any medical advice or guidance they have received from medical experts. Any advice or guidance provided will be fully reviewed and used to consider the effectiveness of introducing, and continuing, the workplace adjustments.

It may be the case that an Occupational Health (OH) referral is suitable to receive expert advice on workplace adjustments. In these circumstances, the employee's consent will be sought in advance of any referral.

All information concerning the health of a candidate is confidential and appointing managers will simply be advised that the candidate is either fit or unfit for the post being offered together with any reasonable adjustments required.

### **Professional Qualification**

Professional qualifications should be validated by the recruiting manager. If qualifications are deemed essential to the post, then it is a requirement candidates are requested to bring original documentation/certificates to the interview for validation. The Human Resources department should be advised in such situations.

### **Work Permits/Passports/National Insurance Numbers**

All candidates are required to produce their passport and evidence of their national insurance number prior to an unconditional offer of employment being made.

Badger only recruits individuals with a legal right to work in the UK. All offers of employment will be subject to the candidate providing the required original documents or the organisation being able to carry out a check on the Home Office online right to work checking service confirming their right to do the work in question. To enable us to conduct an online check, the candidate must have shared their right to work details using the Home Office prove their right to work to an employer online service.

The requirement to provide evidence of the right to work in the UK applies to all new recruits, regardless of their race, nationality or ethnic or national origins.

### **Professional Registration**

Professional registration must be validated as current by the recruiting manager prior to appointment.

### **Rehabilitation of Offenders Act 1974 & Disclosure and Barring Service Checks**

The Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 made it a requirement for certain professions to declare any criminal convictions, regardless of whether they are spent or unspent, during the recruitment process. The Government has recognised, however, that this is not sufficient to protect vulnerable groups in society or to protect organisations in employing people in positions of trust and/or authority. As a result, the Disclosure and Barring Service (DBS) has been created under The Police Act 1997 and enables organisations to make more thorough checks in relation to the staff they employ.

It is Badger's intention to request clearance from the Disclosure and Barring Service (DBS) for each new clinical postholder.

If a candidate is offered a post and they have not declared a conviction, caution, warning or reprimand which is later revealed during the process of 'disclosure' Badger reserves the right to withdraw the job offer, or take disciplinary action against them, which may include dismissal if employment has already commenced.

## **19 COMMENCING EMPLOYMENT**

Successful candidates will not be permitted to commence employment until all required clearances have been received by Human Resources and are deemed to be satisfactory and verified by Badger. Human Resources will then advise the recruiting manager to contact the candidate to agree a start date.

Due to the timescales required for DBS checks, disclosure may be received after employment has commenced. Where a criminal record has not been declared, action as already described in this policy may be taken.

## 20 TIMESCALES AND FORMS TO BE COMPLETED AND SUBMITTED WITHIN THE RECRUITMENT PROCESS

Recruiting manager to complete a Request to Recruit form obtaining the necessary approval before forwarding to the Human Resources department.

The Request to Recruit form should be accompanied by a job description, person specification and advertisement for each post.

Advertisements should be written and submitted to the Human Resources department in good time for inclusion in the publication of the recruiting managers' choice. The Human Resources department will be able to advise recruiting managers of the dates and regularity of appropriate journals or publications.

Short-listing should take place as soon as possible after the advertised closing date and ideally within 5 working days. If there is any further delay, consideration should be given to notifying the candidates. Such delays, however, should be kept to a minimum to avoid losing valuable candidates.

Recruiting managers should make arrangements to collect the returned application forms from the Human Resources department. The forms will be ready for collection during the afternoon of the day after the closing date.

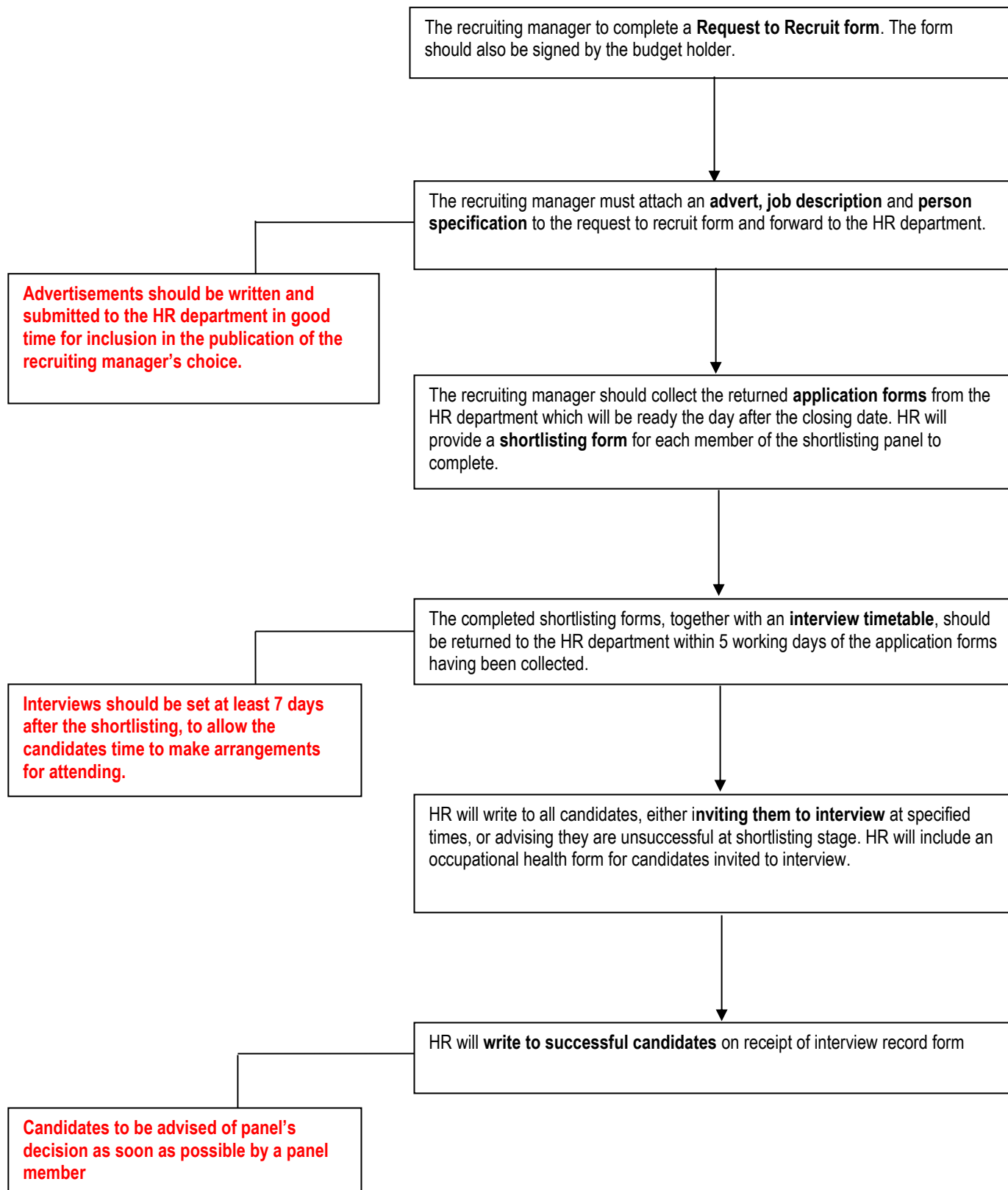
The Human Resources department will make copies for each member of the shortlisting panel and provide a shortlisting form together with a job description and person specification.

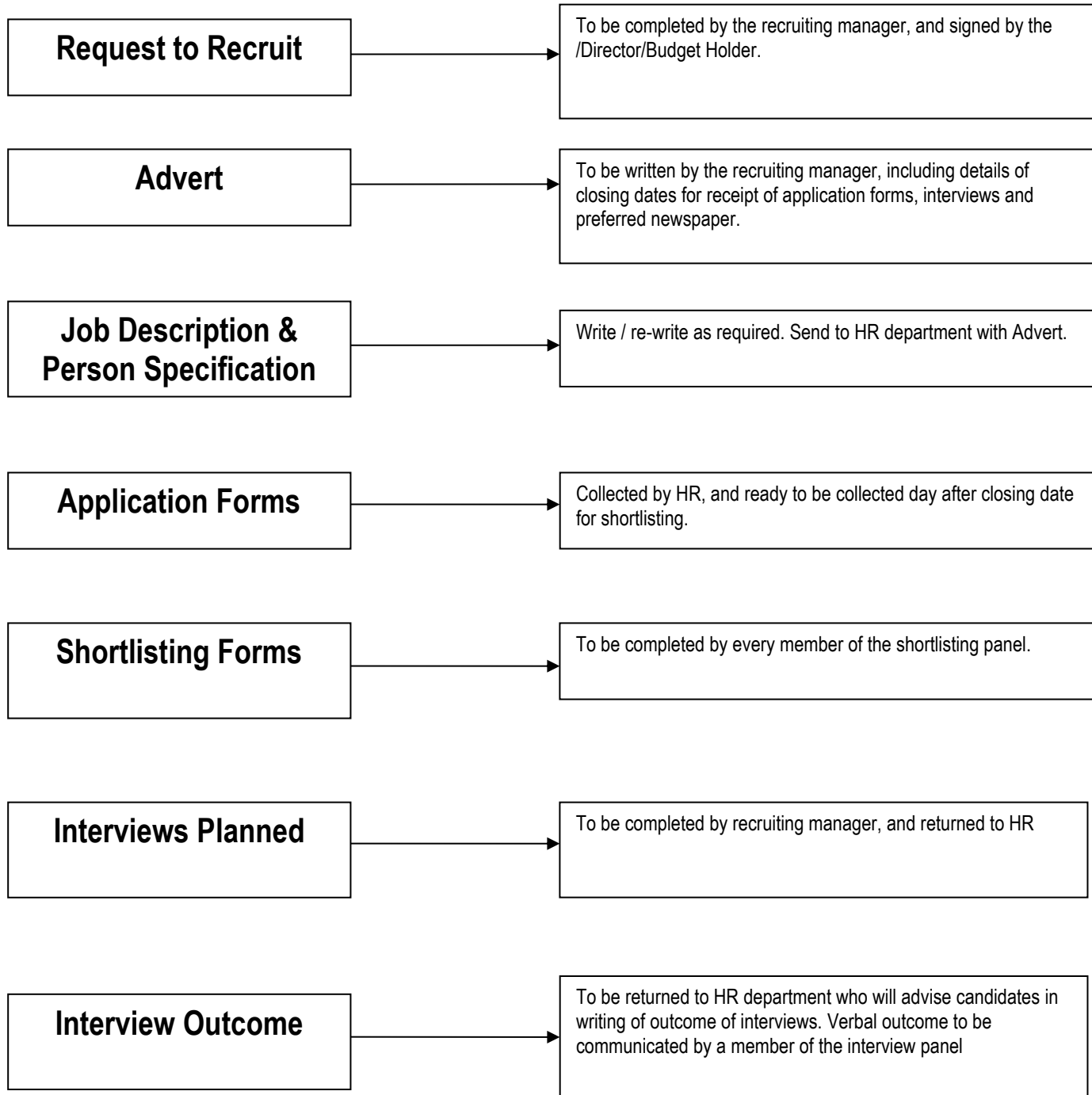
A completed shortlisting form should be returned to the Human Resources department within five working days of collection of the forms.

A reasonable amount of notice should be given to all candidates invited to interview. Ideally, the interview should not take place earlier than ten working days after the shortlist has been returned to the Human Resources department. The absolute minimum notice should be seven working days in order to allow for necessary process and response time. This is to ensure that candidates have sufficient time to make suitable arrangements in order to attend the interview.

The Human Resources department will write to each shortlisted candidate inviting them to attend an interview at the time specified.

## Flow chart of timescales & forms to be completed & submitted within the recruitment process



**Forms to be completed and submitted within the Recruitment and Selection process**



**List of Forms to be used in the Recruitment and Selection Process**

Fully completed Request to Recruit

Advertisement request advising journal/publication to be used, closing date and proposed date of interview

List of Candidates requesting Application Pack (HR only)

Job description template fully completed

Person specification template fully completed

Application Forms

Shortlisting Form

Names of shortlisted candidates to be invited for interview

Names of candidates NOT to be invited for interview

Interview plan setting out interview details for invitation to interview letters. Schedule should also include information relating to any tests or special requests to bring certificates/evidence to the interview

Interview outcome for each candidate indicating decision taken after interview together with any other notes made at the interview

Equal Opportunities Summary