

Youth Community Support Agency (YCSA) Recruitment Policy

1. Introduction

YCSA strives to ensure that our recruitment results in us having the right people, in the right jobs. Throughout YCSA there will be a consistent approach to recruitment and selection of employees across all areas, starting from the recruitment process to reference checks. All employees and Board members are required to abide by this policy.

2. Aim

The aim of this policy is to ensure that YCSA will attract, select and appoint applicants with the appropriate skills, knowledge, behaviours and experience through a methodical selection process free from discriminatory bias and soundly based on the principle of equality of opportunity.

3. Key principles

Recruitment panels must ensure that:

- YCSA's Equality and Diversity Policy is integrated into every stage of the recruitment and selection process.
- Applicants are considered on merit and people are recruited solely on the basis of their own merit, experience, ability and potential.
- Applicants are given equal access to information about the job vacancy and its requirements.
- Interviews and the selection process are applied equally and consistently to applicants.
- Selection methods are reliable and free from bias or discrimination.

4. Before recruiting

Before beginning the recruitment process relevant managers, must carefully consider whether recruitment is really required, that the role remains an important part of the functional structure and is not just a reaction to an employee leaving. While reviewing a vacancy the following will be considered:

- Does it have to be filled?
- What if it isn't?
- Can the work be redistributed?
- How is the work currently being done?
- How does it interact with other work being carried out within the organisation?
- Consult with outgoing post holder, peers, colleagues and stakeholders to get a better idea of the expected job output

4.1. Job Description

Once the job need has been considered, if there is still a recruitment need, the recruiting lead must review the existing job description to ensure that it is still fit for purpose. Job descriptions will be reviewed when a post falls vacant to ensure they reflect current and

future needs of YCSA. In the event that the job is completely new, the recruiting lead must analyse the requirements of the role in consultation with the YCSA Manager and write a Job Description to be used for managing the recruitment process. The YCSA Manager will approve all new job descriptions. A copy of the relevant Job Description will be included in the recruitment pack sent to all applicants.

4.2. Person Specification

A person specification listing the essential and desirable attributes of the post holder will be developed by the recruiting lead in consultation with the YCSA Manager and relevant employees prior to recruitment. The YCSA Manager will approve all new job descriptions. A Person Specification will be agreed and finalised prior to advertising the job. The person specification will be used as the central element of the shortlisting process, against which candidates attributes are measured.

5. Policy on Advertising

Recruitment publicity will positively encourage applications from all suitably qualified and experienced people and will include a statement that YCSA is an equal opportunities employer, or similar statement. Where any occupational requirement applies to a post such as exempt for women applicants only under Schedule 9, Part 1 of Equality Act 2010, this will be indicated in the recruitment literature.

Advertisements for vacancies will be undertaken internally in the first instance in situations such as forthcoming redundancies in the organisation, if funders permit. Otherwise vacancies will be advertised through YCSA's website, social media platforms and mailing lists; through relevant community venues, partnerships, networks; and other relevant methods such as Job websites and local Job Centres. Where resources permit, the vacancy will be advertised in appropriate local and national newspapers, including ethnic minority press and media.

In addition to recruitment for employees undertaken on an open recruitment basis, YCSA also has a category of paid Trainee which is intended as a progression route for service users YCSA has been working with to move them beyond attending/ volunteering to a paid position where they are still learning but taking on more responsibilities. Recruitment to such opportunities is restricted to eligible service users.

Internal and external posting of a vacancy, including advertisements, must be clear and indicate the following information:

- Job description and person specification
- A brief description of YCSA
- Job location
- Length of Contract, number of hours
- Details of how to apply and the deadline for submitting application

6. Monitoring Equal Opportunities

The recruitment pack will contain an Equal Opportunities Monitoring Form. Equal opportunities monitoring is aimed at removing barriers to access and opportunity, with positive results for individuals and YCSA. Equal Opportunities refers to equality in recruitment, promotion, training and terms and conditions of employment. In seeking suitable applicants

for new or vacant posts, YCSA will not discriminate on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion & belief, sex and sexual orientation.

The Equal Opportunities Monitoring Form will gather information about the personal characteristics of applicants such as gender, disability, ethnic and religious origin, and the means by which they heard of the vacancy. This information is confidential and used only for monitoring purposes. The Monitoring Form will be separated from the application form prior to assessment of the application. The recruitment panel will not see the monitoring form.

7. Managing the applications

All applications must be treated confidentially and will be shared with only people who need to know. This will include the recruiting lead and other members of the recruitment panel, employees dealing with admin and human resources and anyone who is directly involved in the recruitment process.

8. Shortlisting process

Applications for posts will be made on the supplied application form included in the Job Information pack, along with the job description and person specification, background information about YCSA and the post in particular, and the Equal Opportunities Monitoring form.

The shortlisting and interviews will be done by at least two people trained to interview job candidates, and if possible will involve the line manager the successful candidate will report to.

The recruitment panel is responsible for short-listing applicants at the first stage of the selection process using a shortlisting grid. This involves comparing the completed job application forms and CVs against the person specification section of the Job Description to identify the best candidates to take forward to the interview stage. Shortlisted applicants will ideally have demonstrated possession of all essential attributes required. The recruitment panel involved in shortlisting should also form the panel to conduct the interviews and other assessments.

9. Interview and assessment

Interviews may take a variety of formats, and may include a test and/or presentation and/or group exercise, depending on the post concerned. All applications for any particular post will be processed in the same way. Any tests to be undertaken, will demonstrate required qualifications, essential experience or skills, as relevant to the particular post. The successful applicant will be the applicant who scores highest on the agreed scale based on the person specification.

The successful applicant will have been assessed through demonstration of relevant skills, experience, personal qualities, qualifications, motivation and outlook to be the person most suited to fill the post in line with the job description and person specification.

YCSA will review the selection procedures before each recruitment to ensure they do not include requirements or conditions which constitute, or may lead to unlawful indirect

discrimination as part of the overall review of the Equal and Diversity Policy or as a result of any changes in legislation.

An agreed set of questions and assessments where required, focusing on technical skills, experience, knowledge as well as overall behavioural competence will be used consistently with all applicants selected for the interview stage. All applicants will be asked the same questions (although it is anticipated that any follow-up questions may be different, depending on the applicant's answers). All answers provided by applicants will be scored against a standard 0-4 rating system, which will then be used to establish the most suitable candidate for the job.

10. Job Share

YCSA considers all full time posts (30 hours per week plus) as suitable for job share, unless there are demonstrated reasons why this is not feasible. All adverts for full time posts (30 hours per week plus) will include a line in the text: "Job share will be considered". Whilst there is no automatic right to job sharing, YCSA will give fair and thorough consideration to all requests. It will respond positively where it is reasonable and practicable to do so and where the role and the operational requirements of YCSA will not be adversely affected.

Where an existing employee wishes to move to job share, this would be considered under a flexible working application. If a reduction of hours is granted through flexible working, then it would constitute a permanent change to the employee's contract of employment. Preferential treatment cannot be given to previous job shares. All employees interested in a full time post would have to be considered and a fair recruitment process would have to be followed.

YCSA will ask all applicants if they are willing to job share, and will consider each applicant on her/his own merits. Where the successful candidate is a job share applicant, YCSA will offer the remaining post to the next highest scoring candidate who is willing to job share, unless the highest scoring and therefore successful candidate has a particular area of weakness that is matched by a particular strength in some other candidate, the two making up a better combination of required characteristics than any other combination of applicants. Where there is no suitable job share partner, YCSA will re-advertise the vacant half of the post.

11. Notification of candidates

Once the interview panel has made a decision a conditional offer will be issued to the successful candidate(s) subject to receipt of satisfactory references, original qualifications, clear PVG check where applicable and proof of eligibility to work in the UK. The initial offer can be made verbally and followed up in writing. A written contract of employment will be issued once all aforementioned conditions are met and satisfied (within 8 weeks of employment start date).

YCSA will notify the successful candidate(s) as soon as possible ideally within a week. Once a verbal acceptance has been received from the successful candidate, YCSA will email all unsuccessful candidates of the outcome. If the successful candidate declines the job offer, the interview panel will consider whether the second highest scoring candidate is suitable for the job and will issue conditional offer accordingly.

All unsuccessful candidates who have been interviewed will be given the opportunity for feedback from a member of the panel on strengths and weaknesses in their application either verbally or in writing.

12. Employment checks

12.1. Identity and address

All applicants who are invited to an interview will be required to bring the following evidence of identity, right to work in the UK, address and qualifications:

- Proof of right to work in the UK
- Original documents confirming any educational and professional qualifications referred to in their application form.

12.2. References

YCSA will only seek written references for the candidate selected for appointment and where initial offer has been made. YCSA will contact referees nominated by the applicant asking them to complete the YCSA Reference pro- forma. Nomination by the applicant is taken as consent under the Data Protection legislation for YCSA to seek this information. All offers of employment will be subject to the receipt of a minimum of two satisfactory references. One of the references must be from the applicant's current or most recent employer. Neither referee should be a relative or someone known to the applicant solely as a friend. All referees will be asked whether they believe the applicant is suitable for the job for which they have applied. All referees will be sent a copy of the job description and person specification for the role which the applicant has applied for. If the referee is a current or previous employer, they will also be asked to confirm the following:

- the applicant's dates of employment, job title/duties, reason for leaving.
- the applicant's performance and whether the referee will re-employ the applicant.

YCSA will only accept references obtained directly from the referee and it will not accept any open references or testimonials provided by the applicant. YCSA will compare all references with any information given on the application form. Any discrepancies, inconsistencies or concern in the information will be taken up with the applicant and the relevant referee before any appointment is confirmed.

12.3. PVG scheme

YCSA is a member of Volunteer Scotland's Disclosure Scheme. As part of our Child and Adult Protection Policy, certain roles have to undergo PVG checks. YCSA will ensure that employees will not undertake work with children or protected adults unless the appropriate Disclosure information is received.

13. Recruitment of Ex-Offenders

YCSA will not unfairly discriminate against any applicant for employment on the basis of conviction or other details revealed. YCSA makes appointment decisions on the basis of merit and ability. If an applicant has a criminal record this will not automatically bar him/her from employment.

The Rehabilitation of Offenders Act 1974 enables some criminal convictions to become spent or ignored, after a 'rehabilitation period'. Excepted posts are those to which the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 applies. Applicants may be

entitled to withhold information about convictions that are 'spent' under the provision of the act. In the event of employment, any failure to disclose any live convictions could result in dismissal or disciplinary action by YCSA.

YCSA will only request a PVG check where it is necessary and relevant to the position sought.

Where a position requires a disclosure YCSA will make this clear in the recruitment information provided about the post.

YCSA will ensure that open and measured discussions can take place on the subject of offences. Failure to reveal information in the application form or during interview that is directly relevant to the position sought could lead to withdrawal of an offer of employment. At interview or when receiving a disclosure which shows a conviction, we will take into consideration:

- Whether the conviction is relevant to the position being offered
- The seriousness of the offence revealed
- The length of time since the offence took place
- Whether the applicant has a pattern of offending behaviour
- Whether the applicant's circumstances have changed since offending took place.

We will ensure that all our employees involved in the recruitment process are aware of YCSA's policy on recruitment of ex-offenders.

YCSA undertakes to make a copy of this policy available to any applicant for a post with YCSA that requires a disclosure.

14. Monitoring and review of the policy

Responsibility for monitoring the application of this policy will rest with the YCSA Manager. The policy will be reviewed by the Board of Directors at least every three years with amendments being made as appropriate and communicated to all employees and relevant stakeholders.

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