Staff Recruitment Policy

Scope of policy: All staff

Approved by: SLT/Trustees Feb 2022   Review Date: Jan 2023

Inspire+ aim to recruit and retain the best staff to enable the Charity to deliver the Charity's programmes. Our policy is to ensure that recruitment and selection decisions are based on the ability of the applicant to meet the requirements of the job description, person specification and any other relevant criteria. All applicants and employees will be treated fairly and according to this policy and procedure, and our relevant equality policies. We are committed to valuing diversity and promoting equality. Safer recruitment protocols will be adhered to throughout.

Scope
These procedures apply to all full time and part time appointments. The good practice elements of the procedure apply to all appointments, including staff on zero hours contracts.

Procedures

1. Statutory Requirements

1.1 Current employment law imposes obligations on employers not to discriminate on the grounds of a protected characteristic; age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity. Inspire+ are committed to taking a positive and pro-active approach to diversity and equality which extends beyond the statutory obligations. There is also an additional requirement to ensure that we comply with UK immigration rules and procedures.
1.2 In addition, we will take into account the practical guidance and recommendations of non-statutory codes of practice.

2. Responsibilities
2.1 Training will be provided by Inspire+ to staff involved in recruitment so that:
(a) Job descriptions, person specifications and recruitment advertisements are drafted in such a way as to make clear the requirements of job vacancies.
(b) Our Diversity and Equality policy is a feature of all recruitment advertising.
(c) Staff involved in recruitment and selection are aware of their role and responsibilities in this area.
2.2 The Chief Executive of Inspire+ is responsible for the appointment of all staff and for ensuring that these procedures are followed, and that unfair discrimination does not occur.
2.3 All staff involved in recruitment and selection have a responsibility to behave in a non-discriminatory manner.

3. Criminal Convictions
3.1In all cases a DBS disclosure will be sought from the Disclosure and Barring Service. The requirement for a DBS disclosure will be clearly stated in the advertising/recruitment documentation.

4. The Recruitment Process
4.1 The recruitment process is often the first experience an individual has of Inspire+ and it is important that it is a positive one. These procedures are designed to:
a/create a positive image to applicants who may be future employees;
b/ give a clear understanding of our work and what will be expected of them as employees;
c/enhance the quality of the candidate pool;
d/reduce the risk of a bad selection decision.

An essential component of the recruitment process is the literature prepared for candidates, such as job description, person specification and further details.

5. First Step

5.1 If an employee leaves, or additional staff resources are required it is the responsibility of the Chief Executive to determine that there is 'in principle' support for filling the vacancy and that the necessary budget is available.

The Chief Executive will determine the need for new or replacement posts based on the current and future requirements of the Charity. He/she may authorise moving to the next stage of the recruitment process where all of the following conditions are met:

a/where the nature of the post fits within the Charity's frameworks and a budget can be identified to cover the cost involved.

b/the grade has been determined in accordance with the Charity's procedures.

5.2 The Chief Executive will initially discuss and agree with the relevant Line Manager that the necessary budget is available to fill the vacancy.

5.3 If the job is new, or the duties of the job have changed significantly over time, it may be necessary for the job grading to be reviewed; the outcome may impact on the budget required.
5.4 If selection tools other than an interview are planned, these should be directly related to the requirements of the job, should be carefully selected, professionally designed and properly applied to ensure that there is no bias in the selection process.

6. Getting Started
6.1 Vacancies have to be approved by the Chief Executive of Inspire+. The Line Manager who is seeking to recruit to a post must provide all of the recruitment documents, job description, person specification to the Chief Executive, who will collate this for submission to advertisers with relevant vacancy details including budget, whether the post is new or a replacement, full or part time, and the location etc.

7. Job Description
7.1.1 The job description:
a/provides a 'snapshot' of the job at a given time;
b/defines the job purpose and principal accountabilities of the job;
c/indicates where the job sits within the organisational structure;
d/outlines reporting relationships;
7.1.2 The job description must be prepared by the Line Manager in a standard format. Advice on production of job descriptions may also be sought from the Chief Executive.
7.1.3 Where there is an existing job description for the vacancy, this will need to be reviewed, and updated where necessary and set out in the latest version of the appropriate standard template.

7.2 Person Specification
7.2.1 Person specifications are designed to identify the qualifications, experience, knowledge, skills/competencies, and personal qualities required of the successful candidate to ensure the job is carried out effectively. It is crucial to the recruitment process that it is clear and precise.

Since it outlines the criteria by which candidates will be shortlisted and selected. It is important to keep the person specification succinct. If candidates are not going to be assessed against a criteria during the recruitment process, then it shouldn't be included. 7.2.2 The person specification should make clear what is essential and what is desirable. Essential criteria are necessary pre-requisites whilst desirable criteria are 'nice to haves' which would be advantageous for the candidate to possess. The person specification with the job description is used to provide a realistic basis for an advertisement. Time spent at this stage will help at subsequent stages of the process.

7.2.3 Particular care must be taken when devising the criteria used in person specifications to ensure that these do not unlawfully discriminate against particular groups of people either directly or indirectly.

7.2.4 It must be clear that a satisfactory DBS check is required for the post

7.3 Additional Information/Further Details for Candidates

7.3.1 The Chief Executive may provide further information to supplement the job description and person specification e.g. giving the job context.

7.4 Recruitment Advertisement

7.4.1 The recruitment advertisement should be designed to:

a/ give a snap shot of the job;

b/attract those applicants whose experience, qualifications match the vacancy requirements of the job and quickly eliminate those who do not;

c/convey a positive image of Inspire+

7.4.2 The Chief Executive is responsible for providing a draft advertisement. It should be succinct and interesting, aiming to have maximum impact with a minimum of text.

Applicants initially scan publications very quickly for 3 main things:

a/Job Title

b/ Salary

c/Location

d/The job (the main thrust of what the jobholder will be doing or be expected to achieve)

e/key requirements - what the candidate needs to do the job e.g. essential and desirable qualifications, experience, background, personal qualities

8. Advertising the Vacancy

8.1 All posts should normally be advertised for a minimum of two weeks to attract the best pool of candidates.

9. Shortlisting

9.1 Shortlisting should normally be carried out by at least two members of the selection panel, one of whom will normally be the Chief Executive or a Trustee of the Charity.

9.2 It is important that the criteria set at the beginning of the recruitment process in the person specification are used to assess all candidates as objectively as possible.

9.3 Internal applicants 'at risk' should be shortlisted for any internal vacancy if they meet most of the essential criteria. The likely duration and cost of staff training and development will need to be taken into account in deciding whether the job would be suitable alternative employment for an 'at risk' applicant.

10. Selection Administration

10.1 For all staff vacancies, references can be obtained after successful interview but prior to offering employment. In some cases the Selection Panel may decide that references are required prior to interviewing candidates.

10.2 Where references are to be requested prior to interview a longer lead in time is needed to allow referees reasonable time to respond prior to interview.

11. The Interview

11.1 The aim of the interview is to select the best candidate for the job. It is a two-way process during which the details of the job can be discussed and the candidate's suitability assessed.

11.2 Where the candidate's application reveals any unexplained gaps in employment or inconsistencies, these should be explored with the candidate at interview.

11.3 Candidates will have been asked to bring with them to the interview their original qualification certificates plus a copy, which must be verified against the originals.

11.4 The purpose of collecting the above documents on the interview day is to ensure that any offer of employment may be expedited. If the documents are not collected or are not available, the Charity will need to make alternative arrangements, which may delay any formal offer being made.

11.5 The Chair of the panel must identify administrative support to meet and greet candidates on the day of the interview and to collect and photocopy the appropriate documentation.

12. Chair's Actions after Interview

12.1 Following interviews, the Chair of the panel may make a verbal conditional offer of appointment to the successful candidate. It must be made clear that the offer is subject to completion of our pre-employment checks as follows:

a/ receipt of references which are satisfactory to us

b/evidence of essential qualifications

c/confirmation of right to work in the UK

12.2 An offer of employment will be contingent upon a satisfactory DBS disclosure being received.

12.3 It must be made clear to the candidate that they should not resign their current position and that the Charity will only proceed to a formal offer of employment if all of the above pre-employment checks are satisfactory to us.

12.4 Although you may wish to explore the successful candidate's availability to start work e.g. notice period, it is not appropriate to agree a potential start date at this stage.

12.5 The successful candidate must not be allowed to start work in advance of all the pre-employment requirements being met.

12.6 Any unsuccessful internal candidates must be contacted by the Chair of the panel (or some other nominated member of the selection panel) to confirm the decision and provide feedback. This should be by face-to-face.

12.7 The unsuccessful candidate documents should be disposed of in confidential shredding.

13. Salary

13.1 On appointment the successful candidate will normally be placed on the first point of the advertised salary range for the job.

13.2 There may be situations where it is appropriate for the successful candidate to be placed on a higher salary point e.g. job related experience. In such cases it will be for the Chair of the panel (in liaison with the Chief Executive) to decide the appropriate starting salary and put forward the appropriate justification.

14. Actions after Interview

14.1 Unsuccessful external candidates will be informed of the outcome by email issued by the Charity usually within 5 working days of the interviews and after the successful candidate has accepted the job.

14.2 Confirmation of the conditional offer of employment will be sent to the successful candidate by the Head of Department or HR Services normally within 2 working days.

15. Formal Offer of Employment

15.1 When all pre-employment conditions have been met, The Chief Executive will review the reference replies to determine that they are satisfactory.

Any discrepancies will be followed up and clarified.

15.2 The Chief Executive will then agree a start date with the candidate and arrangements for the first day of work.

15.3 A formal offer of employment can be made, paperwork will be sent to the candidate within 2 working days.

15.4 Details are then sent to payroll services at Totemic

16. Induction

16.1 Once an appointment is made and is accepted, the Chief Executive will ensure practical arrangements for the new member of staff are organised before their arrival such as their workspace.

16.2 The Chief Executive/Line Manager should also ensure a local induction programme is planned for the new member of staff in readiness for their first day. This should incorporate standard information/health and safety/activities which are common to all staff within the department, plus elements which are specific to the role.

16.3 All new employees must receive a copy of the Inspire+ Staff Handbook

16.4 All new employees will be subject to a 6 month probation period reviewed by Line Manager/ CEO. (Please see appendix 1)

17. Continual Professional Development (CPD)

As part of the charity's commitment to provide high quality delivery in all service areas all new staff members must make a commitment to engage with regular CPD. All new members of staff will be offered and will be expected to take part in a professional development programme following an initial assessment of skills needs. This is likely to be the Level 3 Community Sport and Health officer or Level 2 Community Activator Coach Apprenticeship. All staff are required to take part in mandatory training which is required as a result of their role within the charity. For example Safeguarding/Health and Safety / Equality and Diversity training on an annual basis.

18. Review of Policy & Procedure

18.1 This procedure is subject to review in the light of relevant developments in legislation and employment practice. We reserve the right to amend the procedure from time to time at our discretion.

Signed *Vincent Brittain* CEO

Review date February 2023

This form is intended to support managers and employees in line with the Managing Probation policy. The form should be used to both guide and record a series of probationary meetings as summarised in the table below. Full details on the process can be found in the Managing Probation policy.

Employee Name:	
Staff Number:	
Department:	
Manager Name:	
Date of Appointment:	

Meeting Tracker	Typical Timescale	Date Due*	Date completed
Induction Meeting	*1 week*		
First Probation Review Meeting	*2 months*		
Second Probation Review Meeting	*4 months*		
Final Probation Review Meeting	*No later than 6 months from the employee's start date.*		

** Dates for future probation review meetings should be set at the initial induction meeting. Managers should familiarise themselves with the Probation policy and procedure, with particular reference to 'Line Managers role' ahead of carrying out the Final Review Meeting.*

Mandatory Training/ Checks	Date Completed
DBS	
First Aid	
Safeguarding	

Induction Meeting

Objectives			
Managers should identify objectives or performance standards for the employee to achieve during their probation period. These should be linked to the relevant job description and will be assessed at the later review meetings (as noted in the next part of the form).			
Objectives/standards to be met during the probation period inc: **Performance** **Conduct** **Timekeeping** **Sickness absence** **Attendance**			
Training/Support Required			
Managers and employees should identify any relevant training or support requirements needed to achieve the above objectives.			
Identified training/support requirements:	-		
Employee Signature:		**Date:**	
Manager Signature:		**Date:**	
*****Forms at this stage should be retained locally by the relevant manager*****			
First Review Meeting			
A first review meeting should take place (typically around the 1-2month period) to allow for a structured 'check-in' discussion in order to ensure that the employee is settling in to their new role, to provide the opportunity for any concerns or problems to be raised and to provide early feedback on performance so far.			
Performance			

<table>
<tr><td>Manager Feedback:
(this should refer back to the objectives set at the initial Induction Meeting as well as provide an overall summary on performance so far</td><td>Leadership & management:
-
Health & safety:

Development of the role:</td><td>Employee Comments:</td><td></td></tr>
<tr><td colspan="4">Improvement Required (If applicable)</td></tr>
<tr><td>Summary of improvement required:
(Note specific/measurable actions including timescales)
*Concerns about failure to reach required standards should be raised with HR at an early stage</td><td colspan="3"></td></tr>
<tr><td colspan="4">Training Progress</td></tr>
<tr><td>Mandatory Training Complete?</td><td colspan="3">Yes/No (If Yes, ensure this is recorded on the front of this form) N/A</td></tr>
<tr><td>Summary of other training progress/effectiveness of support provided:</td><td colspan="3">-</td></tr>
</table>

<table>
<tr><td>Employee Signature:</td><td></td><td>Date:</td><td></td></tr>
<tr><td>Manager Signature:</td><td></td><td>Date:</td><td></td></tr>
<tr><td colspan="4">***Forms at this stage should be retained locally by the relevant manager***</td></tr>
</table>

Second Review Meeting

A second review meeting should take place (typically around the 3-4 month period) in order to review the employee's performance in relation to any objectives/improvement targets set earlier in the process. It is also a further opportunity to discuss any concerns or problems which may have arisen and to reflect on any training, development or support requirements, including reviewing the effectiveness of any supports which have already been put in place.

Performance

Overall Summary: *(this should refer back to the objectives set at the initial Induction Meeting, or any improvement objectives set at the first review meeting, as well as provide an overall summary on performance so far)*	-	**Employee Comments:**	

Improvement Required *(If applicable)*

Summary of improvement required: *(Note specific/measurable actions required before the probation end date)* **Concerns about failure to reach required standards should be raised with HR at an early stage*	-

Training Progress

Mandatory Training Complete?	Yes / No *(If Yes, ensure this is recorded on the front of this form)* N/A
Summary of other training progress/effectiveness of support provided:	

Employee Signature:		**Date:**	
Manager Signature:		**Date:**	

*****Forms at this stage should be retained locally by the relevant manager*****

Final Review Meeting - Satisfactory Performance

The final review meeting should be held in month 6 (in advance of the probation end date). Whether or not the employee's performance has been satisfactory over the probationary period will determine how this meeting should be held. Managers should refer to the Managing Probation policy and procedure ahead of holding this meeting. Where performance has been satisfactory, this section of the form should be used to confirm the completion of the probation period. Where performance has been unsatisfactory, page 7 of the Managing Probation Policy and Procedure outlines the steps to be taken and this section of the form should not be used.

Performance Review

Overall Summary: *(this should refer back to the objectives set at the initial Induction Meeting, or any improvement objectives set at the first or second review meetings, as well as provide an overall summary of performance)*		**Employee Comments:**	
Ongoing Actions: *(Note any ongoing training/support requirements)*			

Probation Confirmation

I confirm that_______________________ has demonstrated a satisfactory level of performance throughout the probationary period and has completed the relevant mandatory training. On this basis, I can confirm that the probationary period has been successfully completed and that this should now be formally confirmed.

Manager Signature:		**Date:**	

*****Forms at this stage should be retained locally by the relevant manager*****

Final Review Meeting - Unsatisfactory Performance

The final review meeting should be held in month 5 (in advance of the probation end date). Whether or not the employee's performance has been satisfactory over the

probationary period will determine how this meeting should be held. Managers should refer to the Managing Probation policy and procedure ahead of holding this meeting. Where performance has been unsatisfactory, page 6 of the Managing Probation Policy and Procedure outlines the steps to be taken.			
Performance Review			
Overall Summary: *(this should refer back to the objectives set at the initial Induction Meeting, or any improvement objectives set at the first or second review meetings, as well as provide an overall summary of performance. The Line Manager to discuss with the employee the reason/s as to why the performance, conduct and attendance is not at the required standard. Dependant on circumstances, the Line Manager may use their discretion and extend the time given to reach the required standard by a further 3 months.*		**Employee Comments:**	
Action to be taken: *Delete as necessary.	***Meeting with employee to advise that to be given up to *3months extension. Complete Extension to Probation Period form. *Meeting with employee to advise that to be referred to a Formal Probation Hearing.**		
Probation not confirmed at this stage.			
I confirm that_______________________ has demonstrated a unsatisfactory level of performance throughout the probationary period. I confirm a further *3 months /referred to a Formal Probation Hearing *dele as necessary.			
Manager Signature:		**Date:**	

*****Forms at this stage should be retained locally by the relevant manager*****
Final Review Meeting - Extension to Probation Period

Where the Line Manager considers that the employee has not reached the required standard, but considers that it will be attained in the very near future with some additional training/support, an extension to the probation period of up to 3 months may be granted without a Formal Probation Hearing. Date of Review of Extension period to be arranged for review of progress. If progress is at acceptable level the employee to be confirmed in post. If the progress is not acceptable, the issues will be referred to a Formal Probation Hearing.

Performance Review

Overall Summary: *(this should refer back to the objectives set at the initial Induction Meeting, or any improvement objectives set at the first or second review meetings, as well as provide an overall summary of performance).* ***Date to reviewed:*** *Discuss additional training/support to be given during extension period*		**Employee Comments:**	
Ongoing Actions: *(Note any ongoing training/support requirements)*			

Probation Confirmation

I confirm that_______________________ has demonstrated a satisfactory level of performance throughout the probationary period and has completed the relevant mandatory training. On this basis, I can confirm that the probationary period has been successfully completed and that this should now be formally confirmed.

Manager Signature: Print:			

*****Completed forms should be copied to the relevant local HR Team as soon as possible after signing off*****

Probation Improvement Plan

Where the Line Manager considers that the employees' performance, conduct and attendance is not satisfactory, they must re-affirm the standards required. Ask if there is any reason as to why the employee is not at the required standard and take this into consideration when discussing and identifying training needs and support. Discuss

and identify any training needs and/or support needed, setting goals and targets below.				
Description of the underperformance				
Required outcome of the Improvement Plan				
Improvement Plan Start date				
Improvement Plan End date				
Improvement Objectives What, specifically must the employee do to improve their performance to meet expected standards?	**Success Criteria How will you know when the expected standards of performance have been met?**	**Additional Support Required What additional development or support does the individual require in order that they are able to achieve the expected standards?**	**Review Schedule When will progress against the improvement objectives be reviewed? How will evidence of progress be collated? Who will review progress?**	**Objective Outcome When will the final review of the plan be undertaken and by whom? What is the final outcome? What action will be taken if expected standards are not met?**
(Objective 1)	(Detail success criteria for option 1 improvement)	(Detail the additional support required to succeed in achieving improvement Objective1)	(Date when progress will be reviewed, how and by whom)	Detail specific consequences if the individual does not achieve improvement objective1)
(Objective 2)	(Detail success criteria for option 2 improvement)	(Detail the additional support required to succeed in achieving improvement Objective2)	(Date when progress will be reviewed, how and by whom)	Detail specific consequences if the individual does not achieve improvement objective2)
(Contd./ with further objectives as required.				
Employee Signature: Date: Manager Signature: Date: *******Completed forms should be copied to the relevant local HR Team as soon as		Outcome: Objectives achieved/ not achieved. Outcome: if Performance Improvement Plan is / is not completed satisfactory possible after signing off*******		