Recruitment & Selection Policy

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Recruitment & Selection Policy

1. Introduction

1.1. One of the ways to provide high quality services is to recruit high quality teams. But how do we really know if the people we are recruiting are of “high quality”? There is no way you will ever know this for sure, but by using proven recruitment and selection techniques we can significantly increase our chances of selecting the right individuals for the job.

1.2. This policy has been designed to guide the employed staff through the recruitment and selection process and to provide practical advice and tools to ensure that your recruitment and selection practice meets organisational standards and recognised good practice.

1.3. Throughout this document, the term 'staff' applies to permanent, temporary, and sessional workers, except when specified.

2. How To Use The Recruitment & Selection Policy

2.1. The Recruitment & Selection Policy has been designed to provide you with practical guidance on recruitment and selection as well as a number of tools for you to use as you go through the process. This is a reference guide to ensure that you are using proven techniques and are making informed selection decisions.

2.2. If you need any further support, please do not hesitate to contact the Service Manager and/or the Board of Trustees.

3. Recruitment Statement

3.1. B3 recognises that our people are the reason why we are successful and it is vital that to continue to be successful we recruit the best people to work with us.

3.2. We aim to have a robust recruitment and selection process that ensures that we get the best people in to work with our clients. Our aim is to attract prospective employees who have the right mix of skills, experience, attitudes and beliefs to perform their role to the best of their ability and in a way that matches our values and standards. We will ensure that each individual is able to develop and learn and meet their own professional ambitions and aspirations whilst they are employed by us. Our aim is to be the employer of choice in the substance misuse sector.

4. Safeguarding Statement

4.1. B3 engages with vulnerable adults, families and young people and therefore have a responsibility to ensure that applicants are suitable to work with our service users.

4.2. We therefore:-

4.2.1. Require candidates to complete an application form, outlining their full employment history.

4.2.2. Provide training to those on the interview panel.

4.2.3. Make all job offers subject to satisfactory checks that will include references and health check which will be reviewed and approved by the Service Manager.

4.2.4. Make job offers in roles that will be working with service users subject to a satisfactory Disclosure and Barring Service (DBS) check.

4.2.5. We accept applications from those with a conviction in line with our commitment outlined in the Disclosure and Barring Service (DBS) check. The Service Manager and Board of Trustees will review and approve for interview anyone with a conviction.

4.3. Applicants will not begin working with service users until all their checks have been completed.

4.4. We will accept applications from those with a history of substance misuse. We will ask candidates to provide details of their usage and treatment, which will be reviewed by the Service Manager who will approve for interview.

5. Equalities Statement

5.1. We believe that diversity is about achieving excellence through valuing and respecting individual differences of both the people who work for us and the service users that we support.

5.2. We are actively committed to encouraging and promoting the richness of the communities in which we work. We will integrate diversity into everything we do it so that it becomes a fundamental part of our culture, our values and our beliefs.

5.3. B3 is committed to ensuring it engages with all elements of the communities it serves and is keen to improve its diversity. The organisation recognises that a recruitment process that encourages diversity is likely to make a significant contribution towards achieving this aim.

5.4. We believe in valuing differences between people and understanding the positive benefits of employing a diverse range of talented people.

5.5. We recruit and select the best person for the job based on merit alone and free from bias on the grounds of factors such as age, disability, gender or race that are not relevant to the persons ability to do the job. This applies to all stages of the process from the Job Description, Person Specification and advertisement right through to the offer of employment and induction.

5.6. The organisation aims to access the widest recruitment pool, making full use of the internet. We train our people to create awareness around the possibility of inadvertent assumptions, stereotypes and prejudices as well as to understand the organisational case for diversity and need to recognise special attributes of individuals.

5.7. The recruiting panel will be trained to ensure that questions asked of job applicants are not discriminatory or unnecessarily intrusive, focusing on the needs of the job and skills needed to perform it effectively.

5.8. Each panel member will record the recruitment interview on the appropriate paperwork which will be kept for only as long as is considered necessary. Tests used will be free from any bias that could be unlawfully discriminatory and if needed adjustments will be made for anyone who has a disability.

6. The Recruitment Process Chart (Appendix A)

6.1. Identifying a vacancy

- Recruiting to an existing post
- Recruiting to a new post

6.2. Recruitment schedule — planning the recruitment campaign

6.3. Compiling the job description and person specification

- Reviewing an existing job description and person specification
- Creating a new job description and person specification and updating existing ones
- Guidance on making changes to and creating job descriptions and person specifications

6.4. Genuine occupational qualifications

- What do I do if my vacancy requires the employee to be of a particular gender?

6.5. Authorisation to recruit

- Contract type
- What salary details do I advertise?
- Where you want to advertise
- Planned advertising date, shortlisting date, interview date and selection panel
- Planned close date for applications

6.6. Attracting the right candidates — cost effective recruitment

6.7. The advertisement

6.8. Applications packs

- Handling responses

6.9. Checklist

7. Selecting The Right Candidate (key points)

7.1. Selection criteria

- Qualifications

- What if the desirable criteria on the person specification is essential for my Service?
- What if I want to use additional / alternative selection criteria?
- Avoiding discrimination

7.2. The selection panel
- The role of the chair
- Service user involvement

7.3. Short-listing
- The process
- Making the short-list decision
- What do I do with a candidate who has good relevant experience but has not demonstrated in their application form how they meet the selection criteria?

7.4. Interviewing – pre interview preparation
- Invite to interview
- Preparing for the interview
- Selection panel interview packs

7.5. Interviewing – creating behavioural based interview questions
- Compiling behavioural based interview questions
- Situational based questions
- Introductory questions and general interview questions
- Guidance notes for creating new interview questions

7.6. Interviewing – the interview process
- Interview schedule
- Asking interview questions
- probing questions
- Interview notes
- Scoring candidates
- Avoiding assumptions and recognising prejudices
- Providing interview feedback

7.7. Using tests for selection
- How do tests inform my decision-making

7.8. Making the selection decision
- The master selection form
- Other 'suitable candidates'

7.9. Offer of employment
- What salary should I offer?
- Offer is conditional
- References
- DBS checks
- Written contract

7.10. Asylum and Immigration Act 1996

- What should I do if the person is not eligible to working in the UK without restriction?
- What nationalities are entitled to work in the UK without restriction

7.11. Retention of recruitment and selection records

7.12. Checklist

8. The Recruitment Campaign

8.1. Service User Involvement

8.1.1. Service users should be informed of the intention to recruit and be given information on why this is a necessary vacancy, service expansion, etc. This can be done through service meetings, newsletter or by support workers.

8.1.2. Service user surveys can be used to identify those who would like to be involved in the recruitment process and at what level i.e. wording questions, short listing, interviewing and group selection or providing interviewee's with a tour of the service and information.

8.2. Identifying a vacancy: your vacancy will be a result of one of two different situations:

8.2.1. Someone has left an existing post; or

8.2.2. A new post has been created.

8.3. Recruiting To An Existing Post

8.3.1. Advertising for a role can only be initiated once an employee has handed in their formal written notice or in the case of the employee being dismissed, once their appeal period has passed / their appeal has been heard. Prior to this you should conduct recruitment needs analysis to assess whether there is still a genuine need to fill the position.

8.3.2. You should consider the following:-

- Needs and direction of the service
- Revision of duties, responsibilities and grade of the post and competencies required (job analysis)
- Workload to resources ratio
- Hours and days of work
- Job sharing
- The length of funding availability

8.3.3. If you need to make changes to the purpose and responsibilities of the job or to the skills, knowledge and experience that you need the person to possess (the person specification), you will need to make approved changes to the job description and/or person specification.

8.4. Recruiting To A New Post

8.4.1. If a new post is created, the manager needs to obtain written evidence of funding and liaise with the Service Manager.

8.4.2. If your post doesn't have a job description and person specification you will need to create and agree this with your manager. Refer to the section on compiling the job description and person specification. You must have your job description agreed prior to advertising.

8.4.3. Once your job description and person specification have been agreed you can proceed to the next step.

8.5. Interim Measures

8.5.1. You may need to cover the vacancy whilst waiting to recruit on a permanent basis. Depending on need and envisaged length of time to recruit you may consider;

- Acting-up (using it as an opportunity for another employee's development)
- Using sessional staff
- Using agency staff
- Internal secondment on a full or part time basis

9. Recruitment Schedule – Planning The Recruitment Campaign

9.1. The average time taken to fill a vacant post is three months, so it is important to start the recruitment process early and to set a clear timetable to ensure that an appointment is made as soon as possible.

9.2. The Recruitment Schedule (Appendix B) has been designed to help you plan your recruitment and selection campaign and should be the first thing you complete once you have identified a vacancy. This tool will also help you identify when the incumbent will vacate the post so you can make interim arrangements.

9.3. Key points to consider:

9.3.1. Administration: You should allow up to three weeks from the date you identify a vacancy until your vacancy is advertised. This will be quicker for internal only advertisements and longer if you choose to use printed publication which is infrequent.

9.3.2. Advertising: Recruitment is online which is more flexible in terms of deadline as there is no print deadline. Although more flexible it is not ‘instant’ and it is best to allow time for any advert to be uploaded and/or circulated to partnership agencies. You will also need to consider the time of the year that you are advertising. Advertising at Christmas for example, has traditionally not proven successful.

9.3.3. Closing date: In most instances you will give candidates two weeks from date of advertisement to the closing date. This may be less for internal advertisements only and more for advertisements that are placed in more than one publication that have different publication dates.

9.3.4. Shortlisting date/s: Make sure that your selection panel members are available to short list as soon as possible after the closing date.

9.3.5. Interview date/s: Make sure that your selection panel members are available to interview on this day and be available for the whole day. You should always advertise the interview date to ensure candidate availability. You should give candidates at least five working days notice before interview. You should agree a reserve day in case any of your candidates are unable to make the advertised date.

9.3.6. Safeguarding: Post offer you should factor in time for the necessary safeguarding checks to be completed. This includes: references, DBS checks, police checks and medical clearance (where appropriate). You should keep in touch with the candidate during this period.

9.3.7. References: The Service Manager will follow up with the referees for a response, which will hopefully be received within a two-week period. You may be asked to ask the candidate to contact the referee to confirm receipt and completion can help the process should the administrator not be in receipt within a two-week period.

9.3.8. Disclosure and Barring Service checks: All posts working directly with clients will have to complete a Disclosure and Barring Service check (DBS). The candidate will be asked to bring their completed form and originals of evidence of identify into the service to be checked. Time should be considered for this of a month or more.

10. Compiling The Job Description And Person Specification

10.1. The job description is the document that outlines the purpose and key duties and responsibilities of your vacancy. The person specification defines the knowledge; skills and experience that the successful candidate will need to perform the key duties and responsibilities of the post. These documents are essential for potential candidates to understand the role being advertised, so it’s important that the job description describes what the role will involve and that the person specification outlines the requirement that the successful candidate will need to possess.

10.2. B3 have produced job descriptions and person specifications for all current positions within the organisation. These are available via the Service Manager. When identifying the job description/person specification that matches your vacancy, it is important that you review the key duties and responsibilities of the post as well as the person specification, rather than simply selecting a document that matches your job title.

10.3. Reviewing an existing job description and person specification

10.3.1. Due to service and funder requirements, posts can change over time, so it is important that you review the relevant job description and person specification to make sure that it meets your service's needs. This should be completed, as a part of your recruitment needs analysis.

10.3.2. The job description should realistically describe what the role will involve. You should consider talking to service users to find out what they hope the post holder will deliver in terms of outcomes. If the job has changed over time and the existing job description no longer reflects this, then you will need to make changes. It may be worth talking to the departing jobholder to find out whether they think the current job description matches what they do.

10.3.3. You should also ask the service user what they want from the post holder in terms skills and attributes to build into the person specification. Where you have made changes to the job description then you may also need to make changes to the person specification. Carefully consider if the changes you have made require the jobholder to have any specific knowledge, skills or experience that are not already contained in the person specification.

10.4. Creating a new job description and person specification and updating existing ones

10.4.1. B3 may receive funding to provide a post different from anything else within the organisation. In this event you will need to create a new job description and person specification in conjunction with service users.

10.4.2. A copy of all new job descriptions and person specifications should be provided to the Service Manager for review and evaluation. This should be done prior to advertising the vacancy.

11. Summary

11.1. It is important that you involve service users when developing job descriptions and person specifications so that we can recruit people who will meet client needs.

11.2. If you need to update an existing job description and person specification you should ask your manager for a copy of the job description and make the required changes. Once you have finalised any changes the document should be forwarded to the Service Manager who will review and, if necessary evaluate. Where this is a replacement for an existing job description, the original job description will be archived.

11.3. Should you wish to develop a job description and person specification for a job that is new to your service, you should ask the Service Manager to see if the job already exists elsewhere in the organisation and review the job description for this post and, where necessary, amend for your service. Once completed this should be forwarded to the Service Manager who will review and arrange for the role to be evaluated. Should there be a new job title, this will need to be sent through to Board of Trustees, to accept new job titles.

11.4. What if the desirable criteria on the person specification is essential for my service?

11.4.1. Each service is different and what is desirable in one service may be essential in another. An example of desirable criteria that may be essential for your service would be "experience of working in the substance misuse field". If your service has an experienced team with the capacity to offer support to colleagues with developmental needs then experience in the substance misuse field may not be essential. On the other hand, if your service has a relatively inexperienced team with support needs of their own, then you may need to recruit a candidate with extensive experience in the substance misuse field.

11.5. What if I want to use additional/alternative selection criteria?

11.5.1. In the first instance you will need to be clear why this criteria is essential and add it to the person specification.

12. Guidance On Making Changes To And Creating Job Descriptions And Person Specifications

12.1. Where possible, build on something that exists, rather than a blank piece of paper

12.2. The job title needs to be updated on the front page and at the top of the person specification

12.3. Job Purpose:

12.3.1. If the jobholder was talking to someone and was asked 'What do you do?' What would be the sentence that they would give in reply to explain their job in the organisation? For example an outreach worker could state 'To provide community based services for people who misuse drugs and alcohol who are currently not in contact with drug and alcohol services';

12.3.2. It is the key reason that people are employed, not the whole responsibilities list.

12.4. Duties and Responsibilities:

12.4.1. Less is more. While it is important that the job description covers all the necessary details we do not want to overwhelm the candidate with what is expected;

12.4.2. Should be written 'To (verb) to (object) so that (outcome)' so that the individual is clear on what is to be done and the outcome required;

12.4.3. Consider where activities can be combined. For example, "To liaise with Police Station staff, the courts, legal representatives, treatment staff, Probation staff and Prisons" and "To liaise with CPS, Defence solicitors, hostels, Probation Officers and others, as appropriate." This could be merged to state "To liaise with a range of external organisations to ensure a seamless service is provided to clients";

12.5. Person Specification:

12.5.1. In 99% of cases we are not looking for "graduates" or those of "graduate calibre". If this is included it implies that we are looking for a graduate and therefore we are excluding a large number of potential applicants. What are the skills that you would be looking for from some-one of this calibre? These are the items that need to be listed on the person specification;

12.5.2. Review – are these the skills, experience and knowledge that are needed to successfully complete this job? In most cases the person specification will not be significantly different, maybe just some specialist experience/knowledge;

12.5.3. If you put something on the person specification you need to be certain how you will test this via the recruitment process.

12.6. Re-read to check it reads well and remember to complete a spell check!

13. Occupational Requirement

13.1. What do I do if my vacancy requires the employee to be of a particular gender or ethnic origin?

13.2. This is called an Occupational Requirement (OR). There may be occasions when your post requires the appointment of either a male or female worker only, or a worker from a particular race, national or ethnic origin. The Equality Act 2010 recognises that, in some cases, this constitutes an OR.

13.3. An OR only applies when there are no circumstances under which a person of a certain gender or ethnic group could carry out the role e.g. a Women's Development Worker who provide an advisory service to female clients dealing with issues specific to female substance misusers. In this case you can ask for females only to apply. Under the law anyone seeking to rely on the requirement must be able to show that it is a “proportionate means of achieving a legitimate aim”. Serious consideration needs to be given to whether it may be sufficient to ask for skills and experience in a certain area as opposed to a certain gender of ethnic group. For example, does a Turkish Community Development Worker need to be Turkish or do they need to speak fluent Turkish?

13.4. Positive discrimination is unlawful unless there is an OR, and so should not be confused with positive action, which is where attempts are made to access under represented minority groups without directly discriminating. For example, if Vietnamese staff are under-represented in a service based in a predominantly Vietnamese community, it is not appropriate to state that only Vietnamese candidates can apply. It is appropriate however to target your campaign to advertise in Vietnamese community publications and to say that minority ethnic groups are under-represented, so applications are particularly welcomed from these groups.

13.5. Under the Equality Act employers are able to take under-representation or perceived disadvantage of particular groups into account when selecting between two equally qualified candidates for promotion or a new position. You must take such decisions on a case-by-case basis and will not be permitted to select a less qualified candidate for these reasons. You must be able to demonstrate that the successful applicant is from a protected group, which is at a disadvantage or under-represented, and that they are no less qualified than any other applicant. The candidate must be selected on merit. The guidance states that it is not be limited to academic qualifications, and suitability, competence and professional performance should also be considered.

13.6. Where it is clear that only a certain type of person can fill the role in terms of gender, race, national or ethnic origin, the appropriate wording must be used in the advert, which indicates the provisions of the legislation that you are seeking exemption e.g. “this post is exempt under the Equality Act 2010”.

13.7. If you believe that your post has an OR exemption, please discuss this with your Service Manager.

14. Authorisation To Recruit

14.1.1. Authorisation to recruit be approved by the Service Manager prior to commencing the recruitment process. If your post is a new post, the Board must also sign off the form. It is important that all details about the role, including the recruitment details are completed initially as otherwise this will delay the recruitment process.

14.1.2. It is important to start proceedings to recruit to the post as soon as possible. This will ensure that the minimum amount of time is taken to recruit a candidate.

14.2. Contract type

14.2.1. If your post is not a permanent post then it is crucial that you advertise this fact in your advertisement. E.g. “Project Worker (18 months fixed term)”. If you are unsure what type of contract you should be advertising and offering, please contact your Service Manager. The following guidelines should help.

14.2.1.1. Permanent – are appropriate where the post is vacant, that is, there is no substantial post holder and funding is ongoing with no fixed date when funding will cease.

14.2.1.2. Fixed term contracts — are appropriate where the individual is being hired to cover a specific period of absence e.g. maternity leave, or to complete a specific piece of work that will come to an end e.g. an implementation project; or where it is likely that funding will be withdrawn on a future date. If the funding does not end or is extended then the employment contract will be extended or if appropriate, made permanent. N.B. The end of a fixed term contract is deemed to be a termination. Please contact your Service Manager at least 6 weeks prior to the end of one of your staff's fixed term contract to ensure that you are following correct procedure.

14.2.1.3. Sessional workers (also referred to as "casual" or "as and when staff") supplement the core staffing needs of B3 and will be used to cover sickness, annual leave, peaks in work, etc. The hours they work will be incidental rather than them having a regular work pattern. The key is that they are not obliged to be available to work and B3 are not obliged to offer them work.

14.3. What salary details do I advertise?

14.3.1. While we always need to consider our budgets, we are one organisation and should be advertising salary ranges consistently across areas and where possible, across the country. The salaries we advertise should be competitive, appropriate for the level of the post and should take account of internal relativities – that is, what other people are being paid.

14.3.2. You should check with your Service Manager to find out what other services are advertising to determine a suitable range. When you are setting your salary ranges always ask yourself:

14.3.2.1. Do I have the funding to pay the top end of the salary range I am advertising and am I prepared to pay it?

14.3.2.2. How does the range I am advertising fit in with the rest of my team (internal relativity)?

14.3.2.3. Is this salary range going to attract the level of candidate I need for this post?

14.4. Where you want to advertise

14.4.1. The Service Manager will help to identify the most cost effective media for advertising vacancies.

14.4.2. B3's recruitment is hosted via our website which enables applicants to complete their application online. All recruitment will be hosted on this site as a minimum.

14.5. Planned advertising date, short-listing date, interview date and selection panel

14.5.1. Refer to your recruitment schedule (Appendix B). It is crucial that you agree these dates at the beginning of the process. Remember, delays in the recruitment process can result in you losing good candidates and do not portray a professional image.

14.5.2. It is useful to include your interview date in the advertisement so it is important that you agree this prior to advertising.

14.6. Planned close date for applications

14.6.1. Once you know when your advertisement will be published, you should normally set the closing date to allow two weeks between advertising the vacancy and applications closing.

15. Attracting The Right Candidates — Cost Effective Recruitment

15.1. Once you have identified a vacancy you need to consider how you can best attract suitable candidates to fill the post. The key to advertising is that your advertisement reaches the greatest possible pool of suitable people at the lowest cost — cost effective recruitment.

15.2. Cost effective does not mean choosing the cheapest option - there is no point in advertising in an inexpensive publication if your target audience isn't going to see it. Likewise, there is no point in advertising in an expensive publication if you can best reach your target audience through other less expensive media.

15.3. Be sure to research and gain advice on the best places to advertise through the Service Manager. Other options may include:-

15.4. Internal

15.4.1. Internal job board - All vacancies are advertised at least internally. If you have a pool of suitable internal candidates who would be interested in the post then you may decide to advertise internally only. All B3 staff and volunteers would be eligible to apply for the post. This is the cheapest option but should not be used alone unless you are certain that you have a pool of qualified internal candidates who are interested in the post.

15.4.2. Secondment - A secondment can be internal or external and is effectively a fixed term transfer between organisations or departments. Secondments are a great opportunity for individuals to develop their skills and experiences in a new and different setting. Secondments may often be 'sideways' moves but will still provide developmental opportunities. Secondments work on the premise that once the secondment has been completed, the individual will return to their substantial post.

15.5. External –

15.5.1. Internet – Most recruitment is now done via the internet – many publications also offer an online version of their publications and offer the opportunity to advertise online only.

15.5.2. All vacancies will be placed on www.b-3.org.uk and all external advertisements will point potential applicants to this site. This allows applicants to complete their application online, while at the same time tracking the response to the advert.

15.5.3. Regional publications – Regional publications (e.g., Brent Magazine and Kilburn Times News, etc.) are usually widely read by potential candidates within the area you are looking to recruit to. Consider whether jobs like yours are usually advertised in this medium and whether when you have used publications in the past, if you have attracted a good pool of candidates.

15.5.4. Local/community publications – While publications such as The Guardian are national papers with readership up and down the country, these papers may not be widely read by your target audience and depending on the post you are advertising for, may not be very cost effective.

15.5.5. Professional publications such as Third Sector and Drink & Drug News can generate good publicity for management and specialist posts such as Fundraisers. They are available as online versions. Before using a professional publication always ask yourself if your target audience can be reached more cost effectively.

15.5.6. Other – the Board of Trustees may be able to provide suggestions and ideas e.g. poster campaigns, leaflet drops, etc. If you wish to try and alternative to the published press, please ask your Service Manager.

- Open evenings are a good avenue to attract candidates from other sectors wanting to make the move or for those already working in the field. An open evening gives candidates the opportunity to talk with staff and make a decision as to whether the qualities and skills they have are suitable. Candidates can find out about the job and the service they could potentially work in. Open evenings work best when there is more than one vacancy being advertised within a service.

- The open evening must be promoted e.g. posters and mail shots can be sent out to community centres, sure start centre etc, and candidates who have previously applied and who are on the reserve list can be contacted. Staff and volunteers should make availability in their diaries for the night of the open evening.

- A venue that is suitable for the event should be chosen, ideally the service so that potential candidates' can see where they would be working. A list of applicant's names and email addresses can be taken for packs to be emailed out or cards can be given with the website address for applicants to download a pack in their own time.
- Additionally, local job centres and community notice boards are other potential low cost options although you should not rely on this medium. An advantage of using such mediums is that you will be attracting candidates from within the communities within which we operate.

15.6. Agencies – While B3 do not use recruitment agencies as a matter of course, agencies can be useful to find suitable candidates for hard to fill posts or temporary cover. These will usually be specialist posts or posts where there is a labour shortage within your area.

15.7. Frequently asked questions

15.7.1. What if I have a suitable pool of internal candidates? Advertise the vacancy internally only via www.b-3.org.uk You will need to fairly consider ALL applications that are submitted. It is important to provide feedback to all internal candidates regardless of whether or not they are interviewed so they can understand their development needs.

15.7.2. We have a pool of volunteers who would be suitable for the role. Can I just advertise internally? Yes, volunteers can be considered for an internal role. The role must be advertised internally. They need to register on the jobs website.

15.7.3. We have an agency worker who is interested in a vacancy. Can I simply offer them the job? No, the job must be advertised internally to give equal opportunity to all. The agency worker is able to apply.

15.7.4. IMPORTANT – If you employee a candidate who has been introduced to you via an agency, you will be required to pay an introduction fee. Check the terms and conditions of the agency and discuss these with them if you have any doubt.

16. The Advertisement

16.1. Under normal circumstances, the Service Manager will be responsible for placing and co-ordinating your recruitment advertisement. They will also be responsible for agreeing the advertisement and as the budget holder, have the responsibility for signing off the advert and accepting the costs. These decisions will likely be in consultation with the Board of Trustees.

16.2. Using Recruitment Agencies

16.2.1. While it is not usual practice to use recruitment agencies to fill vacancies they can be useful in finding suitable candidates for hard to fill posts or for temporary cover. These will usually be specialist posts or posts where there is a labour shortage within your area. It should be noted that CVs can only be used when accepting agency candidates only and should not be submitted to be short listed alongside candidates who submit application forms through the usual process.

16.2.2. If you are using an agency not on the preferred supplier list you need to be aware of the associated costs if you appoint a candidate put forward by an agency. You should always try and negotiate a lower rate with agencies before accepting their terms and conditions.

16.3. Application Information

16.3.1. The information provided to candidates is an important marketing tool that sells the organisation to the candidate and makes the candidate want to work for B3. Therefore you need to think carefully about what information you put onto the website and how you sell your post.

16.3.2. The application from is completed online and the job description and person specification is available to candidates. However, the recruiting manager needs to ensure that they include any additional information that candidates will want to know about the post or the service, such as specific department or service information. This is particularly important if the post or service is new, is restructuring or is expanding — these are real opportunities to attract people to your post.

16.3.3. If you wish to attach any particular information to your vacancy details webpage, please inform your Service Manager.

16.4. Handling Responses

16.4.1. This is done by the Service Manager or nominated person who has access to the website.

16.4.2. Prior to giving a copy of the completed application forms to the Service Manager for short-listing; an administrator handling the responses must separate the Diversity Monitoring Form and any declarations from the application.

17. Part I: Checklist

17.1. Have you involved service users in the recruitment campaign?

17.2. Have you conducted a recruitment needs analysis including a review of the job description and person specification?

17.3. Is funding available for your post and is this available on a “permanent” or “fixed term” basis?

17.4. Have you planned out your recruitment campaign including the setting of short-listing and interview dates?

17.5. Have you gained approval from the Service Manager and/or Board of Trustees?

17.6. Is your planned advertisement cost effective? Is it going to reach your target audience and can you reach that audience through a cheaper means?

17.7. Does an occupational requirement apply to your post?

18. Part II: Selecting The Right Candidate

18.1. Selection Criteria

18.1.1. The selection criteria are derived from the person specification and are the criteria that you will use to determine your short-list and ultimately, your preferred candidate.

18.1.2. Your selection criteria will be made up of the key skills, knowledge and experience that the successful candidate will need in order to perform the duties of the job you are employing them for. That is, what are the key skills, abilities, knowledge, experience and qualifications the person needs to have in order to do the job? These have already been identified for you in the person specification.

18.2. What should the selection criteria consist of? The selection criteria should be:

18.2.1. Based on the most essential requirements from the person specification

18.2.2. Carefully drawn up at the outset and entered into the Short-Listing Form and Interview Form Appendix D and Appendix F respectively

18.2.3. Consistently applied to all candidates

18.2.4. Directly related to the requirements of the job

18.2.5. Clear, precise and objective

18.2.6. Include reference to experience of working with service users

18.3. Do I need to use all of the essential criteria from the person specification when agreeing my selection criteria?

18.3.1. No. For some posts there are too many ‘essentials’ to realistically be able to make an assessment against each one of these. You will need to pull out the most essential for your particular post. This may vary between services depending on your local needs. Notwithstanding this, your selection criteria should include all of the criteria that your preferred candidate MUST have in order to do the job you are offering.

18.4. Qualifications

18.4.1. Qualification requirements are “qualifiers” for the job. That is, we need the person to have that qualification, but in most cases this will be a “yes” or “no” answer. If they do not have an essential qualification then they cannot be short-listed for the role. Once the short-list has been compiled, the qualification will have no further bearing on the selection decision.

18.5. Avoiding discrimination

18.5.1. In setting the criteria it is important that you avoid anything that may be unlawfully discriminatory, for example:

18.5.1.1. No assumptions should be made based on stereotypes e.g. that a young person will be more motivated or energetic or alternatively that they will not be sufficiently mature – the decision should be based on the findings about the individual not a generalisation;

18.5.1.2. If someone wants to work part-time consider if this could be reasonably possible. A blanket refusal is likely to be indirectly discriminatory against women;

18.5.1.3. Consider reasonable adjustments for a disabled person, including making appropriate arrangements.

18.5.2. You may choose to involve a service user in agreeing your selection criteria. Once agreed you must enter this into your short-listing form. With the exception of any qualification requirements, the same criteria will transfer to interview stage.

19. The Selection Panel

19.1. As the name would suggest, the selection panel is responsible for carrying out the short-listing and interview stages of the recruitment process and will decide on who best matches the criteria and so is the best person to appoint. It is the responsibility of the selection panel to ensure that the recruitment process is carried out in accordance with B3’s procedures and that the most suitable candidate is selected for the vacancy.

19.2. The manager of the vacant post will usually take on the role of the recruiting manager who is responsible for appointing the selection panel and in most cases, will be responsible for chairing the panel. This needs to be done prior to advertising the post and the names of the panel members should be submitted to the Service Manager. The recruiting manager should consider the following when appointing the selection panel:

19.3. The availability of panel members. Trying to confirm dates and times with people can be particularly time-consuming and awkward nearer the proposed date

19.4. For all permanent appointments the panel should normally consist of three people:

19.4.1. One of the panel members will be the manager of the vacant post (the recruiting manager)

19.4.2. A service user should be involved as part of the panel

19.5. The third panel member may be a suitably qualified member of staff within the team that will work with the post holder or any other qualified stakeholder or, where the post works closely with a partner agency or the post funders, it may be appropriate to invite one of their representatives to be the third panel member

19.6. Wherever possible the panel should be as representative as possible. That is, it should contain a mixture of gender and race although this needs to be balanced with ensuring that the panel are qualified to make the appointment;

19.7. Except in exceptional circumstances, the panel must be available for both the short-listing and interview stages and cannot be changed without good reason. A good reason would include where to have the same three panel members would result in unacceptable delays. In all circumstances at least two of the panel members must short-list and interview candidates;

19.8. The recruiting manager needs to be trained in B3's recruitment and selection procedures;

19.9. Ideally the service user should be trained in B3's recruitment and selection procedure, where this is not the case time should be taken to explain the interview process and their role in it;

19.10. Ensure service users have support in reading documents and identifying key skills and essential requirements.

19.11. Prior to the interviews, all panel members should disclose if they are a relative or friend or know any of the candidates and consideration should be given to the suitability of their inclusion on the panel. If there is any doubt as to whether or not there is a conflict of interest then please discuss this with the recruiting manager or if you are the recruiting manager, the Service Manager.

19.12. The panel should not be chaired by someone who is a friend, relative or already know any candidates outside of work. If this is the case then another panel member should chair.

19.13. Where service users are to be on the selection panel, this should be stated in the application pack and funders and commissioners need to be aware and in agreement that this is happening.

19.14. The role of the chair

The chair must have experience of B3's recruitment and selection procedures and is responsible for:

19.14.1. Ensuring that all members of the panel understand B3's recruitment procedures and their role in the recruitment process

19.14.2. Introducing the panel to interviewees and explaining the interview process

19.14.3. Ensuring that discrepancies in the order of short-listed / preferred candidates are identified and a resolution facilitated

19.14.4. Making a reasoned and evidenced final decision where a short-list cannot be agreed

19.15. Short-listing

19.15.1. To determine which applicants are going to be interviewed, the panel must assess each of the application forms against the selection criteria and decide which of those applicants most closely matches the requirements for the job. This is called short-listing.

19.15.2. The selection criteria are the criteria on which you will base your selection decision. See Selection Criteria (Appendix C).

19.15.3. Sample selection criteria for some of B3's operational, administrative and managerial posts can be found at Appendix G. Beside each of these criteria you will find supporting evidence – that is, the evidence that you are looking for in candidates' application forms to inform your scoring against the selection criteria. The evidence you are looking for here is not as in depth as that which you will gain from interviewing and testing. The key is that you are confident that the person sufficiently meets the criteria to explore this further at the interview stage.

19.15.4. Before short-listing, the chair should go through the selection criteria to ensure that the panel know exactly what evidence they are looking for in the application forms.

19.15.5. Some of your selection criteria will be more important than others and you need to decide at the beginning, which they are. For example, it will be more important for a Project Worker to have a "knowledge and understanding of people with substance misuse problems" than it will for them to be proficient in Microsoft Office. This needs to be reflected in your short-listing process and in turn, in your interview process. For example in your interview process you may wish to ask more questions on those criteria that are more essential that will test different aspects of the competence in question or you may ask candidates to complete a test as well as asking interview questions. You may also wish to be more probing in your questions in these areas.

19.15.6. What criteria are more essential may depend on your service to some extent. For example, do you have an experienced team of substance misuse workers or is your team relatively new to the field? This will impact on the importance of selection criteria such as knowledge of substance misuse and experience in the substance misuse field.

19.16. The process

19.16.1. Each panel member requires a short-listing form with the agreed selection criteria and supporting evidence entered into the appropriate spaces.

19.16.2. Each panel member should independently assess each candidate against each of the selection criteria by comparing the information contained within the application form against the agreed evidence for each selection criteria.

19.16.3. This is an objective process and no other information should be taken into consideration when making your assessment.

19.16.4. The following system should be used for scoring applicants:

Knowledge / Skills / Experience	**Qualifications**
4 – Meets all or exceeds criteria	Yes – Has desired qualification or acceptable alternative
3 – Meets most of criteria	No – Does not have desired qualification or acceptable alternative
2 – Meets much of criteria	
1 – Meets some of Criteria	
0 – Does not meet any criteria	

19.16.5. Once panel members have independently scored each candidate, all members of the panel should come together and agree a final score for each candidate against each criterion.

19.16.6. The agreed short-list scores should be recorded in the master Short-Listing Assessment Form (Appendix D).

19.17. Making the short-list decision

19.17.1. The candidates to be short-listed should be agreed through discussion and should not be decided by majority. If the panel members score the applicants very differently (1 vs 3 for example) or overall, rate the candidates in a different order then this indicates that either the panel has scored inconsistently against the selection criteria or they have not uncovered the same information within candidates' application forms. This needs to be resolved through discussion. You will need to explore whether the same information was identified in the application forms. If the panel cannot agree a score then the chair will make the final decision.

19.17.2. Normally only those applicants with the highest short-listing scores should be invited to interview. The key is that on paper you think that the candidate may be appoint-able. If on paper a candidate is not appoint-able then they should not be invited to interview.

19.17.3. Short-listed applicants should be indicated by ticking the "short-list?" box on the master Short-Listing Assessment Form. If you have only scheduled one day for interviews, this will limit the number of people you can short-list. You should not interview more than six or seven candidates in a day (and that is a full day). If necessary schedule a second day of interviews as close as possible to the first day. NOTE: if you schedule a second day too far from the first day you risk losing your best candidates to other offers.

19.17.4. Once the short-listed candidates have been identified, the recruiting manager notifies the Service Manager of the names of the short-listed candidates.

19.17.5. If any of the short-listed candidates have made a disclosure, the Service Manager will liaise with the Board of Trustees to establish whether the disclosures fall within B3's Employing Ex-offenders statement.

19.17.6. If having considered the disclosure, the candidate is not suitable to be employed in the post you are recruiting to then the application is withdrawn prior to interview arrangements being made. The Service Manager will inform the candidate of this decision.

19.17.7. **What do I do with a candidate who has good relevant experience but has not demonstrated in their application form how they meet the selection criteria?** This is a difficult question and as a selection panel you will need to use your judgement to decide whether or not you will short-list any individual who falls into this category. As experienced substance misuse professionals and managers you will be able to 'read into' candidate's application forms and should be able to make some assumptions about a candidate on the basis of their work experience and the duties and responsibilities associated with their past and present employment. For example, you may make the assumption that someone who has four years experience as a substance misuse worker should have a good knowledge and understanding of health issues affecting drug misusers. If you find yourself in this situation, you should only consider short-listing candidates if you have interview slots available and you should not include them at the expense of a short-listable candidate who has illustrated how they meet the criteria in their application form.

19.18. Gaps in employment/query on supporting statement

19.18.1. Where the application form shows gaps in employment or where the jobs are listed on a piece of paper rather than on the application form as so the applicant has given no reasons for leaving it is important that these points are noted to be picked up and asked about at the end of the interview.

19.18.2. It is suggested that at the end of the interview when you have finished the standard questions, you add on 'Can I just clarify from your application form...' and seek any clarification that you need, whether this is picking up a gap in the employment history or something that the applicant has written in their supporting statement if this has not already been covered.

20. Interviewing – Pre Interview Preparation

20.1. While the structured interview is not the only tool you will use to make your selection decision, it is a very important part of the selection process so it’s essential that you get it right. Remember, this will be the candidates’ first person to person contact with B3 and the quality of their interview experience will have a major impact on their perceptions of the organisation.

20.2. Invite to interview

20.2.1. Once you have informed the Service Manager of the names of the candidates you wish to interview, the Service Manager will arrange interview times with the candidates. If any tests or presentations are required the candidate should be notified of this, including the type of test or details of a presentation and the length of time allowed for this, along with the interview date, time and location within the letter

20.2.2. The candidate must be given an approximate time of how long the whole process will take, and be notified of where to attend and who to report to. They should be asked to confirm their attendance and to advise if they have any special requirements, for example, wheelchair access.

20.3. Preparing for the interview

20.3.1. The key to a good interview is to be prepared. There are a lot of things that you’ll need to consider to ensure that your interviews run smoothly. The following notes provide guidance on some of the things you will need to consider. Before your interviews, run through these and make sure that you’ve covered everything.

20.4. On arrival

20.4.1. Is there a suitable waiting room where candidates can wait before their interview?

20.4.2. Do you wish them to spend time in the waiting area with service users? If so how will you organise this?

20.4.3. If they are being given a tour of the building would it be suitable for a service user to do this?

20.4.4. If a service user is to give tours of the building do they understand confidentiality and which areas they can not have access to and why.

20.5. The interview room

20.5.1. Have you booked a suitable room? The room should be of a suitable size and is clean and clear of clutter.

20.5.2. Where service users and external panel members such as partner agencies or commissioners are to be on the panel that they have had appropriate training on interviews and their role in the process.

20.5.3. Ensure service users and external panel members such as partner agencies or commissioners know the building layout and understand the health and safety issues of the building.

20.5.4. Make sure that you have any necessary equipment / stationary available — e.g. if the candidate is required to do a presentation then they may need a laptop and projector

20.5.5. Check the layout of the room — position the chairs around a table — using a table may help to make the candidate feel relaxed. Make sure that the table is of a suitable size so that the candidate and panel can easily converse.

20.5.6. Ensure that candidates are not seated with the sun directly in their face and make sure the room is of a suitable temperature — make the candidate as comfortable as possible!

20.5.7. Don’t sit candidates opposite a window where they may be distracted.

20.5.8. Make sure that refreshments are available.

20.5.9. Place a sign on the door and make sure that staff are aware that interviews are in progress. E.g. “Interviewing in progress — do not disturb and please keep noise to a minimum.”

20.5.10. Make sure that any phones in the room are disconnected / turned off.

20.5.11. Turn off your mobile phone!

20.5.12. Where a test is being completed as part of the recruitment process, has a room/pc been booked for this and is the person who is going to administer the test clear on what is expected.

20.6. Have you made any special arrangements identified by people who may have a disability, for example, downstairs room, lift available, guide to come too, etc.

21. The interview panel

21.1. Make sure that the interview panel have all received and reviewed their Interview Packs prior to the interview date and that any questions they have are answered.

21.2. Make sure that each member of the panel understands the information in their packs and are clear on the interview process.

21.3. Make sure that everyone is clear on what questions they are asking and what evidence they are looking for in an answer.

21.4. Dress professionally.

21.5. Allow sufficient time for the pre-meet — arrive in plenty of time and don't arrange other appointments for that day.

22. Selection panel interview packs

22.1. Prior to the interview, the selection panel should be provided with a pack containing all of the information they will need to prepare for and conduct the interviews. These packs should include:

- One interview assessment form for each interviewee
- A copy of "Asking interview questions and the interview process" (Appendix E)
- The job description and person specification
- Copies of all of the interviewees application forms
- Copies of any tests the interviewees are required to complete

23. Interviewing - Creating Behavioural Based Interview Questions

23.1. Structured interviews are a better predictor of actual performance than unstructured interviews, so you will need to compile a set of standard behavioural based questions that you will ask all candidates. These questions are designed to assess candidates against your selection criteria. The purpose of the structured interview is to objectively identify whether or not candidates are suitable for appointment so your questions will be designed to assess candidates against the selection criteria.

23.2. Remember, your selection criteria at the interview and testing stage is the same as it is at the short-listing stage.

23.3. You should ask service users to be involved in the creation of interview questions.

23.4. Compiling behavioural based interview questions

23.4.1. Behavioural based interview questions operate on the premise that past behaviour is the most reliable predictor of future behaviour and performance. Interviewees are expected to demonstrate their key skills, knowledge and experience by giving specific examples from their past experiences.

23.4.2. Interview questions should be open ended — there is no one answer.

23.4.3. Examples:

- Instead of, “Are you a good problem solver?” ask, “Describe a difficult problem you have been asked to solve and how did you approach the problem?” Depending on how the candidate’s answers, you may ask “What alternatives did you consider and were you successful in solving the problem?”

- Instead of, “How do you go about making decisions?” ask, “Give me an example of a decision you have had to make recently.” Depending on how the candidate’s answers, you may ask “What were the alternatives you considered?” and / or “why do you think this was the right decision to make?”

23.4.4. It is important that when you are framing questions you do not ask multiple questions i.e. two or three questions at one go. There may be two or three parts to the question but ask each part separately and wait for the candidate to fully respond prior to asking the next part of the question.

23.4.5. You will find a number of behavioural based interview question examples at Appendix G. Each question has a list of supporting evidence – this is the evidence that you are looking for candidates to demonstrate in answering the question and is what you will refer to when assessing the candidate against the selection criteria. Remember, these questions are examples only. You are free to adapt these to suit your needs.

23.5. Situational based questions

23.5.1. While situational based questions are not as good a predictor of future performance as behavioural based questions, they can be useful to put candidates in realistic scenarios and can be used as an alternative to behavioural based questions when candidates are not expected to or do not have the specific experience to demonstrate their knowledge. Alternatively, if you do not expect candidates to have experience to demonstrate their knowledge, you may wish to provide candidates with a case study where they can look at a specific case and answer a number of questions in relation to this. See Using Tests for Selection

23.5.2. Examples

- Instead of "can you tell us about a time when you have key worked a client with…" use "imagine that you are a client's key worker and they present with…"
- "What action would you take if…"

23.6. Introductory questions and general experience questions

23.6.1. Asking good introductory questions allows the candidate to ease into the interview and can also provide you with some insight into what has motivated the candidate to apply for this post and work for B3 in the substance misuse field. For example: "Can you tell us about why you have applied for this post," and "what interests you about working for B3?"

23.6.2. These questions will allow you to assess whether the candidate's demonstrate a commitment to B3's mission and values.

23.6.3. While you will have a good understanding of candidates' general experience (job, responsibilities and organisations) from their application forms, asking a general question about their relevant experience is useful to refresh your memory and to also ask probing questions to explore any gaps or unclear information in their application form. For example: "Can you tell us about your relevant experience to date," and "tell us why you think you're suitable for this post?"

23.6.4. Furthermore, a candidate may not have completed their own application form or may have embellished their experiences, so asking general experience questions can be a good guide to test out that they do have the experience they profess to have. Don't hesitate to ask probing questions relevant to their CV see Probing Questions

23.6.5. If Appendix G doesn't provide you with any suitable sample questions you can adapt, you will need to create your own questions. The following guidance should help you with this:

23.7. Guidance notes for creating new interview questions

23.7.1. Only ask interview questions relevant to your selection criteria (taken from the person specification) — if it's not relevant don't ask it!

23.7.2. Questions should be open-ended and are designed to elicit as much information as possible from candidates.

23.7.3. Where possible, questions should be behavioural based whereby interviewees are expected to demonstrate their knowledge, skills and experience by giving specific examples from their past experiences.

23.7.4. Don't reinvent the wheel — where appropriate use the examples in Appendix G as a guide to build your own questions.

23.7.5. Only ask situational questions when you want to give applicants an actual workplace scenario and are asking questions about knowledge that the candidates will not reasonably be able to illustrate through giving actual examples from their experience. A case study / test is another way to test this.

23.7.6. Avoid asking multiple questions or questions that are too lengthy. E.g. "This role is a busy role and will require you to use all of your organisational skills. Can you tell us about a time when you have had too many things to do and not enough time to do them, and tell us how you go about organising and prioritising your work?" Questions like this will confuse candidates and will impact on the quality of their answers. Solution – ask as two separate questions.

24. Interviewing – The Interview Process

24.1. The interview is not a test to find out how good people are at interviews – it is a tool used to establish whether people have the required skills, knowledge and experience for the job. As the interviewer, it is your job to extract this information from the candidates.

24.2. Immediately prior to the interview

24.2.1. Introduce the panel members to each other and explain the format of the day and your role

24.2.2. Confirm timings

24.2.3. Agree who will ask each question and ask follow up questions i.e. only the questioner or any member of the panel

24.3. Interview structure

24.3.1. The chair will usually go and welcome the candidate in the waiting area, introduce themselves and take them to the interview room. If the candidate is completing a test first then the recruiting manager will have made arrangements to have the candidate welcomed, taken to the test room and have the test administered.

24.3.2. The chair will introduce the candidate to the other panel members and will seat the candidate in the interview room.

24.3.3. The chair will make sure that the candidate is comfortable and should offer them refreshments.

24.3.4. Once the candidate is settled, the chair will thank the candidate for attending the interview and will outline the interview process, explaining that each panel member will ask a series of questions and that all panel members will be taking notes during the process. Explain that the interview is scheduled to last for X minutes.

24.3.5. For internal candidates make it clear that the decision will be made purely on performance at interview and any prior knowledge of the person cannot be assumed. They will need to answer questions as if the panel does not know them at all.

24.3.6. Panel members will ask their questions and probing questions.

24.3.7. At the end of the fixed questions being asked to all candidates, any concerns about the information on the application form should clarified by the chair of the panel e.g. gaps in employment. It is suggest that at the end of the interview when you have finished the standard questions, you add on 'Can I just clarify from your application form........'

24.3.8. The candidate will be offered the opportunity to ask questions of the panel.

24.3.9. The chair will thank the candidate and will explain the process following the interview including when they hope to have made a decision. Remember to give yourself enough time to make a job offer and for the candidate to accept prior to committing to provide feedback to unsuccessful candidates.

24.4. Asking interview questions

24.4.1. Ask questions slowly and clearly. If the candidate does not appear to understand, repeat the question and if necessary, rephrase the question in an attempt to explain what you are asking the candidate to tell you about.

24.4.2. Don’t ask multiple questions – if there is more than one part to a question, allow the interviewee to answer each part of the question before moving on to the next part.

24.4.3. Candidates will often give very brief answers that do not address all of the evidence that you are looking for – you will need to ask probing questions to find out more details – remember, this isn’t a test to see how good people are in interviews, it is a tool to identify whether or not people are suitable for appointment.

24.4.4. Keep the candidate on target – if they start providing irrelevant information, steer them back on course.

24.4.5. Watch the clock – make sure that you do not overrun and have to rush other candidates.

24.4.6. Beware of the “WE”. You want to know what the candidate did, not what their team did or what their organisation did. E.g. If the candidate answers, “we started off by…”, you should follow this up with something like, “so what was your role in…” or “what part did you play in…”.

24.4.7. If appropriate ask questions related to what the candidate has put in their application form. For example, if a client is struggling to answer a question with an appropriate example, you could ask something like, "You stated in your application form that you worked on… at …. Maybe you could use that as your example and talk us through…."

24.5. Probing questions

24.5.1. A good interviewer will be able to extract relevant information from candidates to establish whether or not they meet the required competencies.

24.5.2. In responding to your questions, candidates may not give you a full answer. It is important that you use probing questions to gather more information that you can use to inform your scoring.

24.5.3. Probing questions are not leading questions – you're not trying to put words into candidates' mouths, you are trying to elicit information to assist you in making an assessment against the selection criteria.

24.5.4. Example probing questions

- "Tell us more about your involvement in…"
- "In you application you talked about your role in…can you maybe think of an example from this experience…"
- "You've told us about your experience in delivering group programmes, but what about your experience in designing…"
- "You've talked about some of the common health issues affecting injecting users, but what about some of the issues affecting crack users?"

24.5.5. Any panel member can ask probing questions, not just the member who asked the initial question.

24.5.6. If having asked probing questions a candidate does not provide you with the information you are looking for, move on to the next question – the candidate probably does not have the skills, knowledge or experience that the question is trying to uncover.

24.6. 'Gaps' on application form

24.6.1. Once the panel have finished asking the interview questions and the candidate has been given the opportunity to ask questions, it is appropriate for the Chair to follow up and ask the candidate to fill in any 'gaps' in the application form. Additionally, it is okay to clarify parts of the candidate's application form if it is relevant to the question you have asked. E.g. If a candidate is talking about their relevant background, you may ask probing questions relating to their employment background in their application form during the interview questions.

24.7. Interview notes

24.7.1. All panel members are required to take comprehensive interview notes. These should be entered into the Interview Assessment Form. When it comes time to score the candidates against your selection criteria, your notes will be invaluable, so it is important that you take down all relevant information that the candidate gives.

24.7.2. Your notes must be legible as they will be retained with all other recruitment documentation in case they need to be scrutinised or referred to at a later date should there be a complaint about the selection process.

24.7.3. Your notes should reflect the content of the candidates' answers and should be of sufficient detail so that you can rely on them when scoring candidates against the selection criteria.

24.7.4. Candidates have the right to see their interview notes after the interview in accordance with the Data Protection Act 1998 so make sure that you only take notes detailing relevant to the interview questions. Don't 'doodle' on your notes – if there is a complaint and the applicant requests a copy of their interview notes, this will illustrate that you were not paying attention during the interview.

24.8. Scoring candidates

24.8.1. At the end of each interview, each panel member will independently score the candidate against the selection criteria. To do this you will need to refer to your interview notes and assess how well the candidates answered each question against the agreed evidence for each question. It is essential that you are consistent in your assessment and this is why you must use the agreed evidence as a guide. If a candidate did not address all of the agreed evidence, then they do not fully meet the criteria and they cannot be given full marks for that question.

24.8.2. Candidates should be scored using the following scale:

Knowledge / Skills / Experience
4 – Meets all or exceeds criteria
3 – Meets most of criteria
2 – Meets much of criteria
1 – Meets some of Criteria
0 – Does not meet any criteria

24.8.3. Depending on the criteria, scoring “0” for some criteria may result in the candidate being unsuitable for appointment. For example, an applicant for an Outreach Worker post may be appoint-able if they score “0” for IT skills but would not be if they scored “0” for knowledge of health issues effecting substance misusers and harm minimisation.

24.9. Avoiding assumptions and recognising prejudices

24.9.1. During the short-listing and interview stages it is important that we do not let our assumptions and prejudices impact on what should be an objective process.

24.9.2. Assumptions and stereotyping should be avoided. Examples:

- Don’t assume that a candidate with a family will not be able to travel overnight;
- Don’t form an impression of a candidate who is working for organisation X based on your experience in dealing with organisation X.

24.9.3. Always disregard factors such as gender, age, family status, race, etc.

24.9.4. Avoid any questions that could lead to a discrimination claim. For example, questions about family commitments or planned retirement age. Questions should always be relevant to the selection criteria.

24.10. ‘Halo’ and ‘Horn’ effect

24.10.1. The ‘halo’ effect is where something about a candidate creates a favourable first impression on the interviewer resulting in the interviewer not being able to see a candidate’s not so strong points;

24.10.2. The ‘horn’ effect is the opposite to the ‘halo’ effect and can occur where a candidate has a notable weakness that impacts on the interviewer’s ability to objectively assess a candidate’s stronger points.

24.10.3. You’re not looking for someone, “just like me”. You’re looking for the person who will be the best for the job.

24.10.4. Don’t place too much emphasis on the presentation of application forms. Some candidates may not have access to a computer or may have a disability that impacts on their ability to communicate in writing.

24.10.5. Interviews make some people nervous — because people aren’t confident in an interview, it doesn’t mean they are unable to do the job. Focus on their answers, not necessarily on the manner in which they deliver them.

24.11. Providing the interview feedback

24.11.1. The recruiting manager should be prepared to offer feedback on the interview to unsuccessful candidates.

24.11.2. All internal candidates should be given feedback as a matter of course. External candidates should be offered the opportunity for feedback when they are advised that they were unsuccessful.

24.11.3. Any candidates who were unsuccessful, but were deemed to be suitable for appointment, can be contacted to ask if they would like to be considered for similar posts. If so, the Service Manager should keep their applications on a 'reserve list' and they should be contacted if suitable vacancies come up.

24.12. Using tests for selection

24.12.1. There is strong evidence that some tools have far more predictive power than interviews.

24.12.2. It is important that if using a test for selection it is valid, that is, it is testing what is required for the job. If you are recruiting a project worker then, to give them the budget exercise is not going to assist you in finding the best candidate whereas this is likely to be useful when recruiting a Service Manager. The test used should enable you to assess the candidates according to the selection criteria and may also provide other useful information about the person's values and motivation for working for B3.

24.12.3. Before using the test you should decide how you will measure the candidate's responses. For example in the case of a petty cash exercise there will be a clear right and wrong answer as to the remaining balance and whether or not the spreadsheet is completed properly. There are also clearly identifiable mistakes in the petty cash exercise for the person to spot. In a discussion or group exercise you may decide to measure by observation. In this case you will need to decide beforehand what observable behaviours/skills you are looking for and how they will be recorded. These may be desirable behaviours that will result in a positive rating if displayed or undesirable behaviours that will result in a negative rating if displayed.

24.12.4. As with selection criteria the test should be able to validly test for requirements of the person specification but should not be so difficult that good candidates are lost.

24.12.5. Tests should be designed so that they do not result in unlawful discrimination and you may need to be flexible in this respect. For example if someone has a disability it may be reasonable to give them longer to do the test or they may wish to use special equipment to assist them.

24.12.6. The selection panel should decide whether or not a test is appropriate and if so select the appropriate test for their selection criteria. You may need to make subtle changes to ensure that it is valid for your particular post.

24.12.7. Before any new test is used it should be checked for validity. Whilst we don't have the resources to do a major test we should arrange for a group of people doing similar work to try the exercise out which will give some idea of how valid it is and the amount of time that should be allocated to an applicant.

24.13. How do tests inform my decision-making?

24.13.1. Tests should be used to support the interview process and should hopefully confirm your assessment of the candidate at interview. For example, your selection criteria is "knowledge and understanding of assessment, care planning and key working". You have asked an interview question and the candidate gave an example demonstrating a good understanding of the different types of assessment and used appropriate techniques to identify the client's circumstances to put together a care plan. You have also asked the candidate to complete a case study exercise that requires them to put together a care plan based on the assessment information that you have supplied. Given the interview answer you would expect that the candidate would provide a good answer to case study. This would support your assessment that the candidate meets the selection criteria.

24.13.2. What happens if the test result is inconsistent with the answers at interview?

24.13.3. Well-designed tests are often more reliable than behaviour based interviews. One of the reasons for this is that you can't "talk the talk" with a test. In the above example, you should be concerned if the candidate could not put together a suitable care plan based on the assessment information they have given. In this case, you may think that the example the candidate gave you at interview was made up or was based on someone else's work and in all likelihood, the test score would override the answer at interview and you would need to factor this into your decision making.

24.14. Making the Selection Decision

24.14.1. Now that you have short-listed, interviewed and tested your candidates, you need to make your final decision as to who your best-matched candidate is and who you will offer the job to.

24.14.2. In most instances your preferred candidate will be the candidate who scored the highest score following the interview and testing stage.

24.14.3. Notwithstanding this, if test results do not support your assessment of the candidate at interview, then you will need to factor this into your decision-making.

24.14.4. If you have two or more candidates with the same score you should go back to what the most important of the selection criteria are and place more emphasis on your assessment of these criteria when making your decision.

24.15. The Master Selection Form

24.15.1. Once the panel members have agreed the preferred candidate, or in the situation that the panel are not unanimous, the chair has decided on who they will offer the post to, the chair of the selection panel will need to complete the Master Selection Form. If the selection panel is not unanimous in their decision or in the event that the preferred candidate is not the candidate with the highest overall score, the chair must explain their or the panel's decision in the space provided. This is a good opportunity to reflect on the decision and to make sure that you are not selecting someone because of something that will not impact on his or her ability to do the job or is in anyway discriminatory.

24.15.2. The Master Selection Form must be attached to the top of the recruitment and selection documentation and sent to the Service Manager for filing.

24.16. Other 'suitable candidates'

24.16.1. While you can only have one preferred candidate, there may be other candidates who are suitable for appointment. In this instance, it is important that you get verbal acceptance from your preferred candidate before you advise your other suitable candidates that they have not been successful. If your preferred candidate says "no" then you can offer this to your next best suitable candidate and so on.

24.17. Offer of Employment

24.17.1. Once the panel members have decided on their preferred candidate, the recruiting manager will need to take immediate action to ensure that they can make an offer of employment in a timely fashion. The recruiting manager will need to:

24.17.2. Verbally agree the salary offer with the Operational Manager (make sure that this salary matches an appropriate salary point)

24.17.3. Make a verbal offer to the preferred candidate subject to any conditions such as references, CRB/Police checks and completion of a health questionnaire.

24.18. Notify any unsuitable candidates

24.18.1. Once the preferred candidate has verbally accepted the offer, notify other suitable candidates.

24.18.2. Complete a Job Offer Authorisation Form and send this to the Service Manager along with the all of the paperwork from the interview. The Service Manager will approve the job offer by signing the form and then arrange for a contract and new starter in payroll.

24.19. What salary should I offer?

24.19.1. The salary must be agreed with the Board of Trustees before making the offer and should take account of:

- The advertised salary range (this sets the salary expectations)
- Your preferred candidate's skills, knowledge and experience
- Internal relativity – the salaries of staff in your service in similar roles
- The external market
- When arriving at the salary please ensure that it falls on a scale point of the appropriate grade for the role.
- Remember, before making the offer the Service Manager must give their verbal agreement of the salary to be offered

24.20. Offer is conditional

24.20.1. Once the person has accepted an offer, verbally or otherwise, then this forms a contract of employment, which is as valid as a written one. It is essential that the terms of the offer be made clearly and accurately. You should retain a written note of the verbal offer so that there can be no confusion in the future.

24.20.2. It must be made clear that the offer is made conditional upon:

- 2 references satisfactory to B3
- Proof of qualifications if requested
- Satisfactory CRB clearance
- Completion of Occupational Health Check
- Confirmation of ability to work in UK
- The person proving acceptable to the Police to work in a custody suite or police station (where appropriate)
- Clean driving licence and use of a car (if appropriate)
- Anything else that if not met means they would not have been offered the job and it would be withdrawn.

24.21. References

24.21.1. At the time of making the verbal offer the recruiting manager should check with the applicant that references can be taken up. Once this is done, the Service Manager will send for references using the standard reference form.

24.21.2. When asking for employment references it is important to check that

- Where it is going to an office base and comes back either with a company stamp on or, if they've not used our form, on headed paper. Your cover letter/email will need to ask that they use a company stamp.
- Where a person's name is given that we have a job title to go with it to ensure that the individual is appropriate person to give a reference. In this situation it was stated that the referee was the Clinical lead/practice assessor
- Where it is sent by email that the email address is a work email address.

24.21.3. Obviously not everyone can provide 2 x work referees and therefore personal referees maybe provided. The issue is with us knowing whether it is an employment reference or a personal reference.

24.21.4. The references must be shown and checked by the Service Manager to be checked as satisfactory. Depending on local Operational arrangements, the recruiting manager may have sight of these.

24.21.5. If the references, CRB, or police check are not satisfactory. The Service Manager will contact the applicant to withdraw the conditional offer of employment and advise them that this was due to poor references. The Operations Manager should take the time to listen to any points made by the candidate and if necessary, should consider these in consultation with their HR Adviser prior to making their final decision. The Operations Manager's must confirm their decision in writing.

24.21.6. Once all of the appropriate checks have been completed, you should agree a start date with the candidate.

24.22. Frequently asked questions

24.22.1. What happens if the applicant contests the decision to withdraw an offer of employment? They will need to submit in writing to the Board of Trustees the reasons for contesting the Service Manager's decision. The Board of Trustees should respond in writing.

24.22.2. Is the candidate able to see a copy of the 'unsatisfactory' reference? No, not unless the author of the reference gives their permission in writing. To do so would otherwise be a breach of good faith and confidentiality. References are excluded under the Data Protection Act.

24.23. Criminal Records Bureau (CRB) checks

24.23.1. If your vacancy requires a CRB check then applicants are required to send notice of any convictions in a sealed envelope along with their application form. If applicants are applying electronically they need to provide a notice of any convictions. This information is removed by the Service Manager before the application is emailed to the recruiting manager.

24.23.2. While each position needs to be considered on its merits, the following have been identified as requiring an enhanced CRB check:

- All front line practitioners working with clients
- Team Leaders
- Service Managers
- The Service Manager will be checked as part of becoming a CRB counter signatory.

24.23.3. For further information, please refer to B3's policies on CRB and Employing People With Criminal Convictions.

24.23.4. Once short-listing has been completed, the Service Manager and the Board of Trustees will open any short-listed candidate's disclosure envelopes and will assess whether or not any disclosed offences would prevent the candidate from being employed. Any convictions for violence, assault, sexual assault or damage to property are likely to be incompatible with working for B3.

24.23.5. If an applicant already has an enhanced disclosure report, a new CRB check will need to be completed regardless of any existing disclosure report that they may have.

24.23.6. Where other pre-employment checks have been completed and where the CRB check is outstanding and the applicant has an existing Disclosure, a risk assessment must be completed that considers the date of the disclosure, which must be less than 6 months old and whether the individual has worked for the organisation previously or via an agency. In such circumstances and with the approval of the Board of Trustees, the individual may start work, although not one to one with clients, until the new Disclosure arrives.

24.24. Written contract

24.24.1. Once your preferred candidate has verbally accepted the role. The Service Manager will put together a formal offer of employment and statement of particulars (written contract).

24.24.2. As well as the written offer and statement of particulars, the following information will also be sent to the preferred candidate:

- Health Questionnaire
- Code of Conduct Policy
- Joiner Personal Details form (to be taken to service on first day of employment) The recruiting manager must sign this form so that the individual is put onto payroll.
- Beneficiary Form (to be returned along with the signed contract)

25. Asylum And Immigration Act 1996

25.1.1. Section 8 of the Asylum and Immigration Act 1996 makes it a criminal offence to employ a person aged 16 of over who is not entitled to work in the United Kingdom. It is therefore essential that you take the following steps to ensure that the person you intend to employ is eligible to work here. By following these steps, B3 has a statutory defence against conviction for employing an illegal worker.

25.1.2. It is not longer acceptable to satisfy yourself of person's eligibility to work in the UK by checking their National Insurance Number on its own!

25.1.3. These steps must be completed before the person can start in employment.

25.1.4. Step 1

- You should ask all of your prospective employees to provide:
- One of the original documents included in List 1 OR
- Two of the original documents in the combinations given in List 2.

25.1.5. Step 2

25.1.5.1. You are required to satisfy yourself that your potential employee is the rightful holder of the documents they present to you and that the documents allow the holder to do the type of work you are offering.

25.1.5.2. To meet this requirement you must take the following reasonable steps when checking the documents presented to you:

- Check any photographs to ensure that you are satisfied they are consistent with the appearance of your potential employee;

- Check the dates of birth listed to ensure that these are consistent with the appearance of your potential employee;
- Check that the expiry date of any documents has not passed;
- Check that any UK Government stamps of endorsements to ensure that the potential employee is able to undertake the type of work you are offering;
- If your potential employee gives you two documents from List 2 which have different names you should ask for further official documentation to explain the reason for this. E.g. a marriage certificate.

25.1.6. Step 3

25.1.6.1. You will need to take a photocopy or a scan (using only Write Once Read Many software) of the following parts of all documentation presented to you:

- The front cover and all pages that give your potential employee's personal details including any pages with a photograph and any pages that show their signature;
- Any page containing a UK Government stamp or endorsement, which allows your potential employee to do the type of work, you are offering.

25.1.6.2. These copies should be sent via secure post to your Service Manager who will hold these on file

25.1.7. What should I do if the person is not eligible to work here?

25.1.7.1. If having carried out the above steps you establish that your potential employee is not permitted to work in the UK / in the type of work you have offered then you should consult management and retract your offer of employment.

25.1.7.2. Please contact your Service Manager and/or Board of Trustees if you have any doubts over the authenticity of the documents you have been presented.

25.1.8. What nationalities are entitled to work in the UK without restrictions?

25.1.8.1. Nationals from the European Economic Area (EEA) (and their immediate family) can enter and work in the UK just like British citizens. You will still need to see evidence that they are of the nationality they claim. This should be presented in the form of a passport or national identity card and this evidence should be copied and held as detailed above.

25.1.8.2. For details of what countries are part of the EEA please check http://www.ukba.homeoffice.gov.uk/workingintheuk/eea/

25.1.8.3. Nationals from the following countries are eligible to work in the UK but are required to register that they are working with the Home Office unless they exempt from the requirement to do so:

- Czech Republic
- Estonia
- Hungary
- Latvia
- Lithuania
- Poland
- Slovakia
- Slovenia

25.1.8.4. If you intend to employ a national from one of these eight countries, as well as following the three-step process prescribed above, you will need to advise them to register immediately with the Home Office. You will need to contact your Service Manager so they can liaise with the individual and ensure that the individual has registered for work. Once they have registered the Home Office will send us a copy of the registration certificate. This must be held on the individuals personnel file.

25.1.8.5. http://www.ukba.homeoffice.gov.uk/workingintheuk/eea/wrs/

25.1.9. Retention of recruitment & selection records

25.1.9.1. All recruitment and selection documentation should be held onto for a period of 6 months. This is the time limit within which a legal claim can be made after the recruitment process has been completed. Only where there is a clear business need should recruitment records be kept for unsuccessful candidates for longer than six months.

25.1.9.2. At the end of your recruitment campaign you will need to send your Service Manager the following documentation for secure storage:

- All application forms (both short-listed and not short-listed)
- Short-listing forms from all panel members
- Interview Assessment Forms from all panel members
- Any completed tests for all interviewees
- The Master Selection Form
- Any other notes taken during the course of the selection process

25.1.9.3. The Service Manager should securely store all of this information along with:

- A copy of any external advertisement
- A copy of the job description and person specification

25.1.9.4. Application forms contain personal information and as such as covered by the Data Protection Act. As such, it is important that all paperwork is collected from the panel and the end of the interviews and returned securely to the Service Manager.

26. Part 2 Checklist

26.1. Have you briefed the selection panel and do they understand the selection criteria and short-listing process?

26.2. Has each panel member short-listed independently?

26.3. Have the panel agreed the short-list?

26.4. Have you informed the recruiting manager/Service Manager of who you want to invite to interview?

26.5. Have you prepared your interview questions and entered them into Interview Assessment Forms for the panel?

26.6. Have you considered using tests as a more reliable predictor of future job performance?

26.7. Have you briefed the panel and supplied them with Interview Packs?

26.8. Have you prepared the interview room and testing area, and have you made any special arrangements to meet candidate requirements? For example, a ground floor interview room.

26.9. Have you asked sufficient probing questions to extract relevant information from all candidates?

26.10. Have you made a fair decision and selected the most suitable candidate for the post?

26.11. Have you completed the Master Selection Form?

26.12. Have you verbally agreed a salary with the Service Manager/Board of Trustees and does this match the salary scales?

26.13. Have you made a conditional verbal offer?

26.14. Have you ensured that all Asylum & Immigration Act, reference and CRB requirements have been met?

26.15. Have you sent all of the recruitment and selection paperwork to the Service Manager for filing?

27. Recruitment Schedule (Appendix B)

Action	Guidance notes	Responsibility	Deadline	Date actioned
Identify vacancy	▪ Job analysis completed	Service Manager		
Agree selection panel and availability	▪ Lack of availability must not hold back recruitment – identify another panel member	Service Manager		
Agree advertising date and closing date	▪ Allow 3 weeks from submitting Recruitment Authorisation form to have advertisement placed ▪ Under normal circumstances allow three weeks from advertising date to closing date	Service Manager		
Agree short listing date	▪ Allow enough time after the closing dates	Service Manager/ selection panel		
Agrees interview date and book interview room	▪ Allow one working week between short listing and interview date ▪ Don't leave it much longer or you will lose candidates	Service Manager/ selection panel		
Complete Recruitment Authorisation Form and send to Service Manager	▪ Must be submitted 3 weeks before planned advertising date	Service Manager		
Recruitment Authorisation Form signed off	▪ In a timely fashion	Service Manager/ Board of Trustees		
Complete draft copy and send to Service Manager	▪ For standard posts and advertisements must be with Service Manager by no later than the Monday prior to the week you wish to advertise ▪ For new posts or non standard posts, must be with Service Manager by Wednesday of the week two weeks prior to your advertising date	Service Manager		

Action	Guidance notes	Responsibility	Deadline	Date actioned
Ad copy sent to aia	▪ For standard posts and advertisements must be with aia no later than Wednesday of the week prior to advertising ▪ For new posts or non standard posts, must be with aia no later than Monday of the week prior to advertising	Service Manager		
Approve costs and advertisement	▪ must be available to approve costs and advertisement week prior to advertising	Recruitment Manager		
Application pack information agreed and submitted to Service Manager	▪ At least 1 week prior to advertisement date	Recruitment Manager		
Advert uploaded onto website	▪ on advertisement date	Service Manager		
ADVERTISEMENT DATE	▪ **Check the publication**	**Recruitment Manager**		
Short-listing forms compiled and sent to selection panel	▪ At least 1 week before short-listing to allow panel to prepare and ask questions	Recruitment Manager		
Interview questions formulated and entered into Interview Assessment Form	▪ At least 1 week prior to interview date	Recruitment manager		
CLOSING DATE				
Copy of applications to Recruiting Manager	▪ Day after closing date	Service Manager / Recruitment Manager		
Copies for selection panel		Recruiting Manager		
Short-listing				
Advise Service Manager of candidates to be interviewed	▪ Same day as short-listing	Recruiting Manager		
Candidates invited to interview verbally and in writing	▪ Day of or day after short-listing	Service Manager		

Action	**Guidance notes**	**Responsibility**	**Deadline**	**Date actioned**
Interview schedule put together	▪ At least 2 days prior to interviews	Service Manager / Recruitment Manager		
Interview packs sent to selection panel	▪ At least 2 days prior to interviews	Service Manager		
Interview room prepared and presentation requirements catered for	▪ Immediately prior to interviews	Service Manager		
Interviews	▪ Make sure that there is time at the end of the day for the panel to agree a final score for the candidates and make a decision	Service Manager		
Starting salary agreed with Service Manager/ Board of Trustees	▪ Immediately after decision has been made	Service Manager/BOT		
Verbal job offer made	▪ Immediately once salary offer has been agreed	Service Manager		
Unsuccessful candidates notified and provided with feed back	▪ Within time frames given at interview ▪ Preferably once successful candidate has accepted verbal offer ▪ Consider placing other suitable candidates on a holding list in case preferred candidate does not accept the position	Service Manager		
Job Offer Proforma completed and submitted	▪ Once successful candidate has accepted verbal offer.	Service Manager		

28. Selection Criteria Short-listing Evidence (Appendix C)

Selection criteria	Evidence being sought
Analytical thinking (problem solving)	▪ Is responsible for making decisions in current / past roles ▪ Level of decision making is relevant to this post ▪ Provides evidence of accurately assessing problems and considering different alternatives before making decision
Written and oral communication skills	▪ Has experience in communicating to people at different levels of the organisation / with clients / with external agencies at a comparable level ▪ Is required to write comparable correspondence / produce comparable reports in current or previous role ▪ Application Form is legible and demonstrates written communication skills to the required level
Develop effective partnerships with other professionals and agencies (relationship building)	▪ Is required in current or previous role to develop effective relationships with relevant external bodies ▪ Is required in current or previous role to maintain effective relationships with relevant external bodies ▪ Provides evidence of how they have used their relationships with relevant external bodies to their advantage. ▪ Provides evidence of building relationships with colleagues
Experience of working in a multi disciplined team	▪ Has spent significant time working in comparable multi disciplined teams either in current of previous role ▪ Provides evidence that they work with the team towards a common goal ▪ Has experience of inter-agency working
Knowledge and understanding of health issues affecting drug misusers / understanding of harm minimisation and relapse prevention	▪ Demonstrates understanding of the different issues affecting substance misusers – psychological, hygiene, sores, BBV, vein damage, danger of overdose, relapse, etc ▪ Recognises the difference issues depending on substance and use
Ability to design and deliver training materials	▪ Experience in design and delivery of training ▪ Demonstrates understanding of targeted training and use of variety of techniques including audience participation
Proven experience of managing a team	▪ Has experience in current or previous role in direct line management of comparable sized team ▪ Has experience in providing regular support and supervision ▪ Has experience in managing performance ▪ Has experience in managing staff conduct
Previous supervisory role within a multi-disciplined team	▪ Has experience in current or previous role in providing supervision to a multi-disciplined team ▪ May have supervised trainee or volunteer
Ability to work effectively as a team player in a collaborative and supportive manner	▪ Has considerable experience of working in team environments ▪ Has spent significant time working in comparable multi disciplined teams either in current of previous role ▪ Provides evidence that they work with the team towards a common goal ▪ Has experience of inter-agency working

Selection criteria	Evidence being sought
Organised with excellent planning and time management skills	▪ Has experience in working to deadlines ▪ Works or has worked in similarly paced service / organisation ▪ Uses appropriate tools to manage time - calendars, to-do-lists — and plans ahead ▪ Provides evidence that they prioritise most important things first
Demonstrate the ability to work effectively with people regardless of their ethnic, cultural, social backgrounds, their gender, age, religious belief, disability and sexual orientation.	▪ Has significant experience in working with people (colleagues and clients) from different backgrounds, gender, sexual orientation, etc. ▪ Provides evidence that they recognise and value diversity and take a non-judgemental approach towards working with people. ▪ Provides evidence that they understand other cultural perspectives and needs
Group work	▪ Have experience in facilitating / delivering comparable client group sessions ▪ Has experience in preparing client group sessions ▪ Provides evidence that they understand group dynamics and processes
Awareness of principles of solution focused brief therapy and / or motivational interviewing techniques	▪ Have direct experience in or demonstrate good understanding of motivational interviewing techniques and what they are used for ▪ Have direct experience in or demonstrate good understanding of other brief solution focused therapy and what they are used for
Knowledge and understanding of assessment, care planning and key working	▪ Have been involved in assessing clients (non-specific) and putting together appropriate care plans. ▪ Have key worked / worked one on one with clients (non-specific) ▪ Aware of different types of assessments and why these are used ▪ Provides evidence that they understand a number of techniques used in key working ▪ Provides evidence that they understand the cycle of change

29. Short-listing Assessment Form (Appendix D)

Post:

Panel Member's name:

Job vacancy number:

	Selection Criteria	**Supporting Evidence**	
1.	Proven experience of managing a team EXAMPLE:	▪ Has experience in current or previous role in direct line management of comparable sized team ▪ Has experience in providing regular support and supervision	▪ Has experience in managing performance ▪ Has experience in managing staff conduct
2.	<insert selection criteria here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>
3.	<insert selection criteria here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>
4.	<insert selection criteria here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>
5.	<insert selection criteria here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>
6.	<insert selection criteria here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>
7.	<insert selection criteria here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>	▪ <insert supporting evidence here> ▪ <insert supporting evidence here>

Candidate Name	**<Selection criteria>**	**<Selection criteria>**	**<Selection criteria>**	**<Selection criteria>**	**<Selection criteria>**	**<Selection criteria>**	**<Selection criteria>**	**<Selection criteria>**	**TOTAL SCORE**	**Invite to interview? (please tick)**
Score										

Score										
Score										
Score										
Score										
Score										

30. Asking Interview Questions And The Interview Process – Guidance For Interview Panel Members (Appendix E)

30.1. Interview structure

30.1.1. The chair will introduce the candidate to the other panel members and will seat the candidate in the interview room.

- The chair will explain the interview process to the candidates.
- Panel members will take turns to ask their questions and probing questions. As a panel you will have already agreed which interview questions you are asking.
- The candidate will be given the opportunity to ask questions of the panel.

30.2. Asking interview questions

30.2.1. Ask questions slowly and clearly. If the candidate does not appear to understand, repeat the question and if necessary, rephrase the question in an attempt to explain what you are asking the candidate to tell you about.

30.2.2. Don't ask multiple questions — if there is more than one part to a question, allow the interviewee to answer each part of the question before moving on to the next part.

30.2.3. Candidates will often give very brief answers that do not address all of the evidence that you are looking for — you will need to ask probing questions to find out more details — remember, this isn't a test to see how good people are in interviews, it is a tool to identify whether or not people are suitable for appointment.

30.2.4. Keep the candidate on target — if they start providing irrelevant information, steer them back on course.

30.2.5. Watch the clock — make sure that you do not overrun and have to rush other candidates.

30.2.6. Beware of the "WE". You want to know what the candidate did, not what their team did or what their organisation did. E.g. If the candidate answers, "We started off by…" you should follow this up with something like, "so what was your role in…" or "what part did you play in…".

30.2.7. If appropriate ask questions related to what the candidate has put in their application form. For example, if a client is struggling to answer a question with an appropriate example, you could ask something like, "You stated in your application form that you worked on… at …. Maybe you could use that as your example and talk us through…"

30.3. Probing questions

30.3.1. A good interviewer will be able to extract relevant information from candidates to establish whether or not they meet the required competencies.

30.3.2. In responding to your questions, candidates may not give you a full answer or may only respond to a part of the question. It is important that you use probing questions to gather more information that you can use to inform your scoring.

30.3.3. Probing questions are not leading questions — you're not trying to put words into candidates' mouths, you are trying to elicit information to assist you in making an assessment against the selection criteria.

30.3.4. Example probing questions

- "Tell us more about your involvement in…"
- "In you application you talked about your role in…can you maybe think of an example from this experience…"
- "You've told us about your experience in delivering group programmes, but what about your experience in designing…"
- "You've talked about some of the common health issues affecting injecting users, but what about some of the issues affecting crack users?"

- It is okay to clarify parts of the candidate's application form if it is relevant to the question you have asked. E.g. If a candidate is talking about their relevant background, you may ask a question relating to their employment background in their application form.

30.3.5. Any panel member can ask probing questions, not just the member who asked the initial question.

30.3.6. If having asked probing questions a candidate does not provide you with the information you are looking for, move on to the next question — the candidate probably does not have the competencies the question is trying to uncover.

30.4. Interview notes

30.5. Comprehensive notes need to be taken and entered into the Interview Assessment Form (contained in your Interview Pack). When it comes time to score the candidates against your selection criteria, your notes will be invaluable, so it is important that you take down all relevant information that the candidate gives.

30.6. Candidates have the right to see their interview notes after the interview in accordance with the Data Protection Act 1998 so make sure that you only take notes detailing relevant to the interview questions.

30.7. Scoring candidates

30.7.1. At the end of each interview, you will need to independently score the candidate against the selection criteria. To do this you will need to refer to your interview notes and assess how well the candidates answered each question against the agreed evidence for each question. It is essential that you are consistent in your assessment and this is why you must use the agreed evidence as a guide. If a candidate did not address all of the agreed evidence, then they do not fully meet the criteria and they cannot be given full marks for that question.

30.7.2. Candidates should be scored using the following scale:

Knowledge / Skills / Experience
4 – Fully meets criteria
3 – Mostly meets criteria
2 – Half meets criteria
1 – Partially meets criteria
0 – Does not meet criteria

30.8. Avoiding assumptions and recognising prejudices

30.8.1. During the short-listing and interview stages it is important that we do not let our assumptions and prejudices impact on what should be an objective process.

30.8.2. Assumptions and stereotyping should be avoided. Examples:

- Don't assume that a candidate with a family will not be able to travel overnight;
- Don't form an impression of a candidate who is working for organisation X based on your experience in dealing with organisation X.

30.8.3. Always disregard factors such as gender, age, family status, race, etc.

30.8.4. Avoid any questions that could lead to a discrimination claim. For example, questions about family commitments or planned retirement age. Questions should always be relevant to the selection criteria.

30.8.5. 'Halo' and 'Horn' effect

- The 'halo' effect is where something about a candidate creates a favourable first impression on the interviewer resulting in the interviewer not being able to see a candidate's not so strong points;
- The 'horn' effect is the opposite to the 'halo' effect and can occur where a candidate has a notable weakness that impacts on the interviewer's ability to objectively assess a candidate's stringer points.

30.8.6. You're not looking for someone, "just like me". You're looking for the person who will be the best for the job.

30.8.7. Don't place too much emphasis on the presentation of application forms. Some candidates may not have access to a computer or may have a disability that impacts on their ability to communicate in writing.

30.8.8. Interviews make some people nervous – because people aren't confident in an interview, it doesn't mean they are unable to do the job. Focus on their answers, not necessarily on the manner in which they deliver them.

31. Interview Assessment Form (Appendix F)

Selection criteria and interview questions		Evidence being sought	Notes of candidates responses/ Comments justifying score	Score
A.	**<ENTER SELECTION CRITERIA>**			
	<First question relating to selection criteria A>			
	SCORE			
B.	**<ENTER SELECTION CRITERIA>**			
	<First question relating to selection criteria B>			
	SCORE			
C.	**<ENTER SELECTION CRITERIA>**			
	<First question relating to selection criteria B>			
	SCORE			
D.	**<ENTER SELECTION CRITERIA>**			
	<First question relating to selection criteria B>			
	SCORE			
E.	**<ENTER SELECTION CRITERIA>**			
	<First question relating to selection criteria B>			
	SCORE			
F.	**<ENTER SELECTION CRITERIA>**			
	<First question relating to selection criteria B>			
	SCORE			

Selection criteria and interview questions		Evidence being sought	Notes of candidates responses/ Comments justifying score	Score
G.	**<ENTER SELECTION CRITERIA>**			
	<First question relating to selection criteria B>			
	SCORE			
H.	**<ENTER SELECTION CRITERIA>**			
	<First question relating to selection criteria B>			
	SCORE			
I.	**<ENTER SELECTION CRITERIA>**			
	<First question relating to selection criteria B>			
	SCORE			
J.	**<ENTER SELECTION CRITERIA>**			
	<First question relating to selection criteria B>			
	SCORE			
K.	**<ENTER SELECTION CRITERIA>**			
	<First question relating to selection criteria B>			
	SCORE			
	TOTAL SCORE (Total score = score + score + score….)			
	Do you think that candidate is suitable for appointment? (Please circle) Yes No			
	If not, please justify why candidate is not suitable for appointment			
	Signed:			

32. Sample Behavioural Based Interview Questions (Appendix G)

Selection criteria: Introductory questions / commitment to support B3's mission and values	
Behavioural based questions	**Evidence being sought**
Can you tell us about why you have applied for this post? What interests you about working for B3?	▪ Empathetic attitude to B3's mission and values ▪ Genuine interest in the work that B3

Selection criteria: Experience relevant to the role	
Behavioural based questions	**Evidence being sought**
Can you tell us about your experience to date? Tell us why you think you are suitable for this post?	▪ Experience of working in the health, social care or criminal justice setting (relevant to post) ▪ Previous contact with groups or individuals with substance misuse issues ▪ Experience of working in the substance misuse field

Selection criteria: Analytical thinking (problem solving)	
Behavioural based questions	**Evidence being sought**
Describe a problem you have recently been asked to solve. What did you do and what alternatives did you consider? What was the outcome?	▪ Accurately assesses problems and identifies underlying issues ▪ Considers different alternatives and considers the impact of possible solutions ▪ Makes decisions based on analysis of alternatives
What is the toughest decision you have had to make to date? How did you go about making that decision? What alternatives did you consider?	▪ Defines decision criteria ▪ Identifies underlying issues or barriers ▪ Gathers relevant information to inform decision making process ▪ Considers different alternatives and weighs up the impact of alternatives ▪ Uses information gathered to make sound decision

Selection criteria: Written and oral communication skills	
Behavioural based questions	**Evidence being sought**

Tell me about a time when you used effective listening skills to resolve a problem with another individual.	▪ Uses a range of reflective listening skills to clarify communication ▪ Uses range of verbal and non-verbal behaviours ▪ Listens to and acknowledges other peoples perspective ▪ Displays non-judgemental views towards the other person ▪ Able to convey empathy and insight towards other in their life context
Give me an example of a situation where you had difficulty communicating with someone in your workplace. What was the situation? How did you deal with it?	▪ Adapts communication style to suit individual and/or situation ▪ Checked for understanding and clarified information as required ▪ Listens to and acknowledges other peoples perspective ▪ Expresses own ideas clearly and succinctly
Tell me about a time when you worked with people from a culture unlike your own. What did you do to overcome any perceived barriers to communication?	▪ Adapts communication style to suit individual and/or situation ▪ Uses style and vocabulary appropriate to the audience ▪ Displays non-judgemental views towards individuals

Selection criteria: Develop effective partnerships with other professionals and agencies (relationship building)	
Behavioural based questions	**Evidence being sought**
This post/service is a partnership between ___________. Tell me about a time you have juggled competing demands from different stakeholders. What were those competing demands? How did you respond? What was outcome?	▪ Maintains effective relationships with relevant health, social service and alcohol and drug treatment services ▪ Identifies different roles and responsibilities of stakeholders ▪ Works cooperatively with key stakeholders to improve working relationships and achieve win-win situations
Describe to me a working relationship you have had to build and maintain with external people (critical to your role). How did you establish the relationship and how did you maintain ongoing communication?	▪ Proactively develops effective relationships ▪ Maintains effective relationships with relevant people/services ▪ Identifies different roles and responsibilities of key stakeholders ▪ Treats others fairly and with respect

Selection criteria: Experience of working in a multi disciplined team	
Behavioural based questions	**Evidence being sought**

Tell me about a recent time you had to work as a member of a team and the result was achieved. What was the service/assignment? What was your role? (How did you contribute?)	▪ Willingness and ability to work with others toward a common goal ▪ Volunteers ideas and help ▪ Supports group decisions ▪ Encourages and involves other team members
Can you tell me about a time you had difficulty getting along with another individual at work (peer, team member, manager)? What did you do?	▪ Recognise signals that they or other team members are disagreeing ▪ Is not afraid to confront issues ▪ Takes action to resolve conflict or disagreements quickly and without holding grudges ▪ Is sensitive to people's feelings and needs
Tell me about a time when you were on a team and one of the members weren't carrying their own weight. What did you do?	▪ Takes action to resolve the situation ▪ Able to give and receive constructive criticism. ▪ Works cooperatively and productively with others to achieve results.

Selection criteria: Organised with excellent planning and time management skills	
Behavioural based questions	**Evidence being sought**
Tell us about a time you were faced with conflicting priorities. In scheduling your time how did you determine what your top priority was?	▪ Able to determine relative importance ▪ Prioritises appropriately and handles the most urgent ones first ▪ Accords time and resources in proportion to the importance of the task ▪ Remains flexible in modifying plan/ priorities
Tell me about a time when you had too many things to do and not enough time to do them. What action did you take?	▪ Recognises time constraints and maintains awareness of workload ▪ Discusses options with line manager ▪ Prioritises most important things ▪ Utilises team members ▪ Negotiates extensions on non-critical deadlines
More generally, how do you organise your time to meet deadlines and ensure that your work is up to date? How do you monitor or track your progress? Give me an example.	▪ Plans ahead to ensure timely delivery of results ▪ Sets stretching but realistic targets and deadlines ▪ Establishes procedures to monitor progress ▪ Maintains awareness of workload and makes appropriate adjustments to meet deadlines and complete services ▪ Prepares for potential problems before they occur.

Selection criteria: Demonstrate the ability to work effectively with people regardless of their ethnic, cultural, social backgrounds, their gender, age, religious belief, disability and sexual orientation.	
Behavioural based questions	**Evidence being sought**

Working with people from diverse backgrounds or cultures can be a real challenge. Can you tell me about a time you had to adapt to a person from a different background or culture? What happened? What did you do? What was the result?	▪ Acknowledges people as individuals and values their identity ▪ Recognises the effect of own cultural values and assumptions ▪ Explores feelings and perceptions which affect the development of a productive working relationship ▪ Displays non-judgemental views towards individuals
Tell me about a time where you have had to work with ethnically diverse client group. What were the different issues and how did you tackle them?	▪ Is aware of the diversity that exists within and between communities and the need to be responsive to that diversity ▪ Understands other cultural perspectives based on ethnicity and heritage and integrates them into their work ▪ Identifies needs without stereotyping ▪ Recognises need for different communication and counselling skills to meet the cultural needs of clients and refers appropriately
Tell me about a time you had to handle the tension between what you felt (your values and beliefs) and those of the people whom you work with. What did you do?	▪ Able to describes own cultural values and assumptions and recognises the effect of these on others ▪ Explores feelings and perceptions which affect the development of a productive working relationship ▪ Acknowledges people as individuals and values their identity ▪ Displays non-judgemental views towards individuals
What do you understand by the term "professional boundaries". Using an example to illustrate, can you tell me how you ensure that you maintain appropriate professional boundaries?	▪ Demonstrates knowledge of relevant professional codes of ethics ▪ Maintains clear personal and professional boundaries, knowing how to maintain role boundaries within interactions ▪ Uses behaviour appropriate to the professional context ▪ Acts appropriately to ensure personal safety and the safety of clients and colleagues

Selection criteria: Group work	
Behavioural based questions	**Evidence being sought**
Can you tell me about a time when you have had to facilitate or organise client group work? In your experience, what would you say are the important things to consider when facilitating / organising group work?	▪ Recognition that there are different types of client groups ▪ Appropriate preparation for group type ▪ Establishes group ground rules ▪ Manages group dynamics ▪ Closes session appropriately

Selection criteria: Knowledge and understanding of assessment, care planning and key working	
Behavioural based questions	**Evidence being sought**
Using a specific example to illustrate, can you please outline for me how having gone about making a client assessment. What factors did you consider when putting together a care plan?	▪ Aware of different types of assessments and why these are used ▪ Identifies substance misuse history, using environment, immediate needs, social circumstance, GP, mental health, criminality ▪ Uses appropriate techniques
A number of our clients will be in the ‘contemplation’ phase of the cycle of change. Using a specific example to illustrate, can you tell us about a time when you have had a client in this phase and explain what techniques were effective at this stage of treatment?	▪ Understand ‘contemplation phase’ and cycle of change ▪ Use motivational interviewing and appropriate solution focused techniques ▪ Move towards ambivalence ▪ Work towards sustainable change

Selection criteria: Awareness of principles of solution focused brief therapy and / or motivational interviewing techniques	
Behavioural based questions	**Evidence being sought**
Using a specific example to illustrate, can you tell us about a time when you have been a client’s key worker and what techniques you used to promote change?	▪ Motivational interviewing techniques ▪ Other brief solution focused therapy ▪ Appropriateness of techniques ▪ Success of techniques

Selection criteria: Knowledge and understanding of health issues affecting drug misusers / understanding of harm minimisation and relapse prevention	
Behavioural based questions	**Evidence being sought**
What do you think are the main health issues affecting drug misusers? Using a specific example to illustrate, what advise and support did you give the client to promote harm minimisation?	▪ Acknowledges different issues depending on substance ▪ Psychological ▪ Hygiene ▪ Sores / wounds ▪ Organ damage ▪ BBV, vein damage, embolisms ▪ Identifies current practice ▪ Makes suitable suggestions (e.g. work towards smoking instead of injecting)

Selection criteria: Ability to design and deliver training materials	
Behavioural based questions	**Evidence being sought**
Can you tell us about a time when you have either designed and / or delivered training materials? How did you ensure that the training design and / or delivery met the needs of the trainees?	▪ Identifies aims and outcomes of session ▪ Explores options and identifies best way to deliver to target audience ▪ Uses variety of tools and techniques ▪ Engages the audience and shows awareness of group energy ▪ Evaluates sessions and allows for group process

Selection criteria: Proven experience of managing a team	
Behavioural based questions	**Evidence being sought**
Using a specific example to illustrate, can you please tell us about a time when you have managed/supervised a member of staff with developmental needs? How did you identify these needs and how did you go about addressing them?	▪ Provided regular support & supervision ▪ Identified knowledge/skills gap or individual development needs ▪ Established clear process to meet developmental need (coaching, training, "sitting next to Nelly", service work, external resources) ▪ Development need met
Can you tell us about a time when you have managed someone with behavioural issues? What action did you take and what was the outcome?	▪ Identified behavioural / conduct issue ▪ Sought appropriate advice ▪ Took appropriate action in a timely fashion ▪ Documented action taken

Selection criteria: Previous supervisory role within a multi-disciplined team	
Behavioural based questions	**Evidence being sought**
This post is responsible for providing supervision to a multi-disciplined team….	

Selection criteria: Ability to work effectively as a team player in a collaborative and supportive manner.	
Behavioural based questions	**Evidence being sought**
Can you tell me about a time you had difficulty getting along with another individual at work? (peer, team member, manager) What did you do to resolve the situation?	▪ Recognise signals that they or other team members are disagreeing ▪ Is not afraid to confront issues ▪ Takes action to resolve conflict or disagreements quickly and without holding grudges ▪ Is sensitive to people's feelings and needs ▪ Refers to line manager if necessary
Using a recent example to illustrate, tell us about a team you have been involved in. What was your role within the team and how did you contribute to the success of the team?	▪ Recognised role in team and importance of adapting ▪ Worked with team and contributed to the success of the team ▪ Utilised other people's strengths

33. Master Selection Form (Appendix H)

This must be completed by the Selection Panel Chair

Post:			
Location:			
Selection panel names:			
Interview date:			
Did the panel agree a preferred candidate for this vacancy		☐ No	☐ Yes
If yes, what is the preferred candidate's name?			
Assessment of preferred candidate against selection criteria:			
Selection criteria	Score		
Shortlisting	Met	Not met	N/A
Qualifications			
<insert selection criteria>			
<insert selection criteria>			
<insert selection criteria>			
<insert selection criteria>			
<insert selection criteria>			
<insert selection criteria>			
Total score			
Did the preferred candidate receive the single highest combined score?		☐ Yes	☐ No
If no, please justify why this candidate is regarded as the preferred candidate over any candidates that scored the same as or higher than them:			
Was the selection panel unanimous in their decision?		☐ Yes	☐ No
Signed by Selection Panel Chair		Date:	

34. Job Offer Authorisation Form (Appendix I)

PERSONAL DETAILS	
Forename:	
Surname:	
Title (Mr / Mrs / Ms / Miss / Other):	
Address:	
Postcode:	
Telephone Numbers:	Home: Mobile:
Current or Rehired Employee?	☐ New Employee ☐ Current Employee ☐ Rehired
Agreed we can take references out?	☐ Yes – all ☐ Yes – except current employer ☐ No
JOB DETAILS	
Job Title:	
Service / Cost Centre / Job Code:	
Reports to:	
Contracted work location(s):	
Start Date:	
Category:	☐ Permanent ☐ Fixed term ☐ Sessional
If Fixed Term, length of contract & contract end date:	
If Fixed Term, reason why: (1)	☐ Maternity/Absence Cover ☐ Specific piece of work ☐ Funding due to end ☐ Other (please describe)
DBS clearance required:	
Police security check required:	

PAY DETAILS	
Full Time Equivalent Salary offered: Excluding London Weighting and Allowances	
Salary Grade:	
London Weighting to be applied? Payable in London Area service	☐ Yes ☐ No
Contracted Hours per week: FTE Salary/37.5 x Contracted Hours = Actual Salary	
Normal Hours:	
Allowance Amount / Type of Allowance:	
AUTHORISATION	
This form must be authorised by the appropriate people using any one of the following: hard copy signature, electronic signature or by attaching to email.	
Signed by Service Manager: Date:	

(1) Fixed Term Contracts are appropriate where the individual is being hired to cover a specific period of absence e.g. maternity leave, or to complete a specific piece of work that will come to an end e.g. an implementation service; or where it is likely that funding will be withdrawn on a future date. Otherwise the employee's contract should be Permanent. If the employee is taken on a permanent basis, and we lose the contract to a competitor, the Transfer of Undertakings Protection of Employment (TUPE) legislation will apply and the employee's employment will be transferred to the new contractor.

35. Immigration and Asylum Act (Appendix J)

35.1. List 1

35.1.1. Any one of the documents included below in List 1 will provide you with the defence if you check and copy them, and follow all of the steps on pages 4–5.

35.1.2. A passport showing that the holder is a British citizen, or has a right of abode in the United Kingdom.

35.1.3. A document showing that the holder is a national of a European Economic Area country (listed on pages 10–11) or Switzerland. This must be a national passport or national identity card.

35.1.4. A residence permit issued by the Home Office to a national from a European Economic Area country or Switzerland.

35.1.5. A passport or other document issued by the Home Office which has an endorsement stating that the holder has a current right of residence in the United Kingdom as the family member of a national from a European Economic Area country or Switzerland who is resident in the United Kingdom.

35.1.6. A passport or other travel document endorsed to show that the holder can stay indefinitely in the United Kingdom, or has no time limit on their stay.

35.1.7. A passport or other travel document endorsed to show that the holder can stay in the United Kingdom; and that this endorsement allows the holder to do the type of work you are offering if they do not have a work permit.

35.1.8. An Application Registration Card issued by the Home Office to an asylum seeker stating that the holder is permitted to take employment.

35.1.9. Once you have checked one of these documents from your potential employee, there is no need to ask for any further documents contained in List 2.

35.2. List 2

35.2.1. List 2 covers the combinations of documents which will provide you with the defence if you follow the three step process. Once you have done this, you do not need to ask for any further documents contained in List 1.

35.2.2. You will not have the defence if you see one document from the first combination and one from the second combination.

35.2.3. First combination

35.2.(A) A document giving the person’s permanent National Insurance Number and name. This could be a: P45, P60, National Insurance card, or a letter from a Government agency.

35.2.2. Along with checking and copying a document giving the person’s National Insurance Number, you must also check and copy only one of the following documents listed in sections B–H:

36.

36.1.(B) A full birth certificate issued in the United Kingdom, which includes the names of the holder’s parents; OR

36.1.(C) A birth certificate issued in the Channel Islands, the Isle of Man or Ireland; OR

36.1.(D) A certificate of registration or naturalisation stating that the holder is a British citizen; OR

36.1.(E) A letter issued by the Home Office to the holder which indicates that the person named in it can stay indefinitely in the United Kingdom, or has no time limit on their stay; OR

36.1.(F) An Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the person named in it can stay indefinitely in the United Kingdom, or has no time limit on their stay; OR

36.1.(G) A letter issued by the Home Office to the holder which indicates that the person named in it can stay in the United Kingdom, and this allows them to do the type of work you are offering; OR

36.1.(H) An Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the person named in it can stay in the United Kingdom, and this allows them to do the type of work you are offering.

36.2. Second combination

36.2.(A) A work permit or other approval to take employment that has been issued by Work Permits UK.

36.2.2. Along with a document issued by Work Permits UK, you should also check and copy one of the following documents listed at B–C:

36.2.(B) A passport or other travel document endorsed to show that the holder is able to stay in the United Kingdom and can take the work permit employment in question; OR

36.2.(C) A letter issued by the Home Office to the holder confirming that the person named in it is able to stay in the United

Kingdom and can take the work permit employment in question.