



Recruiting Staff

This factsheet aims to give an overview about how your organisation should recruit staff for both new and existing jobs. It covers some of the basic areas, acting as a guide rather than a final reference point and covering the steps involved. It should be read in conjunction with *Factsheet 15: Being a Good Employer* and *Factsheet 16: Contracts of Employment*.

The basic steps in the process of recruiting a new staff member that you should take are set out below.

1: Prepare a timetable

A good way to do this is to work backwards from the date you want the new person to start work. It is important to err on the side of caution and ensure that the times you allocate are realistic. It is better to have too much time than too little so take this into account when planning the process.

2: Put together a pack for applicants

Some of the things that you might put into an applicant's pack are:

- *A copy of the job description* - outlines the roles and responsibilities of an employee. If it is a new job then the management committee should spend time developing the job description and if it is an existing job then the committee should review it before starting the recruitment process
- *A copy of the person specification* - describes the qualities, skills, knowledge and experience that you need the person who undertakes the role to have. This should also be created or reviewed by the management committee to make sure it is up to date and accurate
- *An application form* along with guidelines you want to include on how to fill it in
- *A monitoring form* - if you decide that you want to monitor the applicants in terms of equal opportunities (see *Factsheet 5: Equal Opportunities* for more information)
- Copies of any relevant and up to date *information about the organisation* and *interview dates*

3: Make sure any internal preparation is done

There are some important tasks that need to be undertaken by the organisation before advertising the job. These include:

- Choosing who will be on the interview and shortlisting panel (it should be the same people on both). Include a representative of the management committee and the line manager for the job being recruited. It is usual to have between 3 and 5 people on a panel (but always more than 1). You should also make sure that there are no conflicts of interest for any of the panel members
- Training for the panel, if necessary, in the processes of selecting new staff
- Ensure that you are ready to deal with requests for application packs, etc. before you send out information about the job. Let any other staff who might have to handle these queries know what the procedure is
- Make sure that you have a system for shortlisting candidates for interview. See shortlisting section for more information
- Set up a system so that you can keep all the paperwork for the recruitment process. It may be very useful later in the event of a complaint, for example

4: Advertising the post

Advertising is one of the main costs involved in recruitment so make sure that you build this consideration in from the start. You will need to balance out the costs with considerations about how and where you advertise the post.

Where to advertise? You can try The Guardian, The Big Issue, local papers, community newsletters, etc. You can also advertise in specialist/professional press, e.g. the Pink Paper or Asian Times.

In the advert you would need to include information about:

- Funders, if they require you to do this
- Details of what the job involves, length of contract, pay scale, location, etc.
- Your charity registration number if you have one
- How to get hold of an application pack including any phone numbers or email addresses
- Possibly some basic information about the organisation

You should also remember that nobody who is on your management committee can be employed by the group (they must resign from the committee before applying for any job in the organisation).

The way you advertise the job is important in terms of equal opportunities. Stick to good practice basics, such as advertising in as many different places as possible to attract a wide variety of applicants.

5: Shortlisting

It is good practice to use a formal system when shortlisting. For example you could use a points scoring system to assess candidates against the criteria in the person specification.

The process should have two parts. The first is when panel members assess and score the applications. Then there should be a meeting where the panel compare their scores and decide who to interview. The panel should be honest in their evaluations as there won't be time to interview everyone who applies. It is good practice to hold all your interviews on one day so bear this in mind when deciding how many people to invite for interview.

6: Interviews

It is also a good idea to use a scoring system for interviews and to write down comments as you go along. Use these to help make a decision after the end of interviews. You can, if you feel it is appropriate, arrange to have some kind of competency based test as part of the interview (so long as you've told the interviewees of this beforehand). In the interview itself you should:

- introduce each of the panel members and explain clearly what will happen in the interview
- give the interviewee an opportunity to ask questions of the panel
- explain to the interviewee what will happen after the interviews. For example when they will be told if they have the job

7: Decision time

Using the scoring system as an aid, decide who you think should get the job. If necessary, you can go to second interviews, but balance the perceived need to do this against the cost of a second round of interviews. Once you have picked someone, make a verbal offer followed by a written offer of the job, dependant upon satisfactory references. You could include with the letter of appointment, 2 copies of a contract for them to sign and a copy of the terms and conditions of employment (for more information see *Factsheet 16: Contracts of Employment*). In the letter of appointment you should include information such as any probationary period that will apply, the start date, pay, etc. You should, once this offer has been accepted, tell the other candidates that they have been unsuccessful and be prepared to give feedback if they request it.

8: Before they start

Before your new member of staff starts work you should make sure of several things:

- That you have let any other staff know who has the job and when they will be starting
- That you have arranged an induction for the new staff member
- That you have considered any training needs
- You should arrange your new employees tax, National Insurance and pay. There are two options:
 - o You could get someone to do the payroll for you, such as a Community Accountancy Service
 - o You could arrange to pay your employee by cheque, for example, and then phone the Inland Revenue Employers Helpline for a pack to fill in to make sure that you are abiding by the law.

This is very important as there are severe penalties for not complying with this law.

9: Further help

Green Fish Partnership - www.green-fish.org.uk

Community Accountancy Service - 0161 953 4053 or www.c-a-s.org.uk

Inland Revenue Employers Helpline - 08457 143 143