



Recruitment and Selection Policy

Date Agreed: 19th March 2021

Review Date: 19th March 2024

1. Purpose

The purpose of this policy is to provide a clear framework for the recruitment of new staff at LandWorks.

2. Scope

The policy applies to all employees, trustees and associates of LandWorks who may be involved in the recruitment and selection processes across the charity.

3. Opening Statement and principles

The policy describes our processes for attracting and selecting candidates for staff vacancies at LandWorks.

LandWorks is committed to attracting, selecting and retaining staff who will positively and successfully contribute to providing our beneficiaries with a high quality experience. As a purpose driven organization a motivated and dedicated workforce with appropriate knowledge, skills, experience and ability to do the job is critical to our continued success and fundamental to ensuring the best life chances for offenders and their families. We will support all staff with appropriate training and supervision, to promote job satisfaction and to progress through their employment at LandWorks and beyond.

The charity will seek to recruit the best candidates for jobs based on suitability, and everyone involved in hiring people for LandWorks should be confident of their ability to conduct a professional, well planned and discrimination-free recruitment process.

LandWorks will treat all candidates fairly and equitably, with respect and courtesy, aiming to ensure that the candidate's experience is positive, irrespective of the outcome.

LandWorks is committed to safe recruitment practices, as part of its overall approach to safeguarding our beneficiaries, staff, volunteers and everyone who has contact with the charity.

While there are circumstances when we need to ask for disclosures and check the criminal records of candidates as part of our approach to safeguarding and appointing to positions of trust, we will only consider relevant information and will not discriminate unfairly. In general, we are committed to the inclusion of people with criminal records and LandWorks believes that people with relevant lived experience of the criminal justice system can hugely benefit the organisation. Further details are set out in our policy on recruiting people with criminal records.

All documentation relating to applicants will be treated confidentially

This policy should be read alongside our other policies including:

- Equal Opportunities and Diversity Policy
- Safeguarding Policy

- Recruitment of People with Criminal Convictions Policy

4. Recruitment and Selection Procedures

The following sections set out our standard procedures when undertaking new staff recruitment. Decision making at each stage will be undertaken in line with the delegation framework table set in the annex to this policy.

As a relatively small and developing charity, it is important the recruitment process is cost (time and money) effective, is responsive to the needs of the charity, and allows it take advantage of development opportunities. Examples include where there is a need to fill a vacancy quickly to ensure business continuity or there is the opportunity to appoint someone who has been successfully undertaking a role on an interim basis. Therefore, there may be occasions when we do not undertake all the stages set out, including undertaking a fully and widely advertised competitive process. However, where this is the case, full consideration will be given to equality issues before proceeding, the approach taken will be agreed in line with our decision making framework and the reasons will be properly recorded. All existing staff will always be given the opportunity to apply for any new or vacant post at LandWorks and in all cases, we will meet the conditions of our funders relating to recruitment as set out in grant funding agreements. For every post, at least two people will be directly involved in a decision to appoint.

4.1 Preparation

- Before proceeding, there will be an evaluation of the need for and scope of the role and the proposed employment status. This includes reviewing roles when a post becomes vacant.
- Recruitment will not proceed until authorisation is agreed in line with the recruitment delegation framework.
- Consideration will be given at this stage to the disclosures and background checks that will need to be undertaken, in line with our Safeguarding Policy and Recruitment of People with Criminal Convictions Policy.

4.2 Job Description and Person Specification

- A Job Description and Person Specification will be written for new posts, or reviewed in the case of an existing post.
- The person specification will set out both the essential and desirable criteria for the post. Care will be taken to ensure that the criteria used do not indirectly discriminate.

4.3 Hiring Plan

- A hiring plan setting out the stages of recruitment, individual responsibilities and timeframes will be written and agreed.
- The hiring plan will detail how and where it is proposed to promote the job vacancy.
- If it is decided to promote a post internally first, a clear deadline will be set and all staff will be made aware of the opportunity. When seeking internal candidates first, full consideration will be given to equality issues before proceeding, the approach taken will be agreed in line with our decision making framework and the reasons will be properly recorded.
- All vacancies advertised externally will be placed on the charity's website and promoted through its other communication channels. Additional advertising will be agreed depending on the nature of the role and an assessment of how best to reach potential candidates.

4.4 Applications, Short listing and Selection Process

- The initial application process will normally consist of a covering letter and CV, detailing how the candidate meets the requirements of the job description and person specification.
- We will not ask candidates to disclose previous criminal convictions at the initial application stage.
- Shortlisting will be undertaken by at least two people, assessing applications against the objective criteria for the post. Shortlisting decisions for each candidate will be recorded.
- All candidates who have not been shortlisted will be notified as soon as possible.
- Shortlisted candidates will be provided with details of the selection process including interview stages and details of any presentations or tests that will be required. More than one interview stage may be required. The candidates will be given as much notice as possible, and asked to advise if there are any reasonable adjustments that need to be made to allow them to participate in the process.
- Where possible interviews will be undertaken by two people, one of whom will be the Project Director/line manager. The preference will be for interviews to be undertaken in person, but where required remotely-based interviews can be used.
- Interview questions and the structure of the interview will be consistently applied to all candidates, and based on the person specification. Written notes will be recorded for reference.

4.5 Making the appointment

- When a hiring decision has been made, a conditional verbal offer will be made to the preferred candidate as soon as possible, subject to references and the other required background checks.
- Once a conditional offer has been accepted, a formal written offer will be prepared, usually sent after the checking and vetting process has been completed.
- Unsuccessful candidates will, as a minimum, receive telephone or written notification of the outcome of the process. We will provide constructive, objective and respectful feedback where requested.
- All posts will be subject to an initial probationary period and review.

4.5 Revoking offers of employment

- Where a conditional verbal or written offer of employment has been made but needs to be revoked following the background check and vetting process, a formal letter will be sent to the candidate informing them of the decision and the reasons for the revocation.
- We will always provide an opportunity for candidates to discuss any issues of concern raised by criminal record checks before issuing a letter to revoke the employment offer.
- If necessary, we will seek external guidance before revoking an offer of employment.

4.6 Induction

- Once an appointment has been completed and a start date has been agreed, the Project Director and/or Line Manager will prepare an induction programme for the new employee.

Annex – Decision Making Delegation Framework

	Vacancy - Project Director	Vacancy – Managers	Vacancy - Other Roles
Confirmation of recruitment need and required employment status	Trustee Board	Project Director, with agreement of Trustee Board	Project Director, with agreement of Chair of Trustees Inform all trustees
Detailed Job description and person specification	Chair of Trustees, following consultation with all trustees	Project Director, following consultation with all trustees	Project Director
Hiring Plan including decisions on application stages, advertising, and assessment process	Chair of Trustees, following consultation with all trustees	Project Director, with agreement of Chair of Trustees. Inform all other trustees, with an opportunity to raise questions about the plan. All trustees to kept informed at each stage	Project Director Inform all Trustees All trustees to be kept informed at each stage
Hiring Decision	Trustee assessment panel	Interview/assessment panel as set out in hiring plan In all cases, there needs to be a minimum of two people involved in any hiring decision	Interview/assessment panel, as set out in hiring plan In all cases, there needs to be a minimum of two people involved in any hiring decision.