



Recruitment

Macc's recruitment and selection procedure is designed to reflect our commitment to Equal Opportunities in employment. All recruitment procedures followed by Macc will be on the basis of fair and objectively justified criteria that do not apply any requirements or conditions that are not necessary for the needs of the post or the business.

Under the Macc Scheme of the Board of Trustees have delegated to the Chief Executive

- Development, review and reorganisation of organisational structure below the level of Chief Executive - including creation and disestablishment of posts.
- All appointments and other HR issues

The Board of Trustees has reserved to itself the role of setting the parameters in which the Chief Executive may act: for example the organisation's Remuneration Policy is set by the Trustees along with policies such as Equal Opportunities. The Board also retains control over the recruitment and management of the Chief Executive.

New Posts

The Chief Executive will establish whether there is a requirement for a new post by considering:

- 1 current staff structure, skills and workload
- 2 the strategic aims and work plans of Macc
- 3 budget
- 4 any foreseeable changes that might impact on the role or the area of work

Existing Posts

The Chief Executive will establish whether there is a continuing need for a job by considering:

- 1 if there is a continued need for the work undertaken by the previous post-holder
- 2 whether any of the work can be re-allocated
- 3 whether the job could be done on a part-time, term-time only or job-share basis
- 4 whether the post is correctly graded

Job Description and Person Specification

The Chief Executive will consider a job description and person specification or review the existing ones.

An accurate job description allows applicants the opportunity to assess their suitability for the role and to decide whether to proceed with their applications, thereby helping to minimise the number of inappropriate applications. It will also define the expectations of both the successful candidate and the manager and serve as a framework for the working agreement and an essential tool for induction, probation and appraisal.

The person specification should be based on the job description and describes the knowledge, skills and attributes required to perform the duties of the position. These criteria provide the standards against which candidates can be assessed objectively. Criteria may be marked "essential" or "desirable".

Job description	Person Specification
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Job title Salary range Duration of contract Line management Main purpose of the post Tasks Team working	Skills & aptitude Knowledge Experience Commitment to Equal Opportunities
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Approval to Recruit

At this stage, formal approval to proceed with recruitment must be recorded in a memorandum from the Chief Executive.

Interview Panel

The Chief Executive (or Chair of the Board of Trustees in the case of recruitment of a new Chief Executive) will convene an interview panel to undertake the shortlisting, interview and decision making processes. Membership of the panel should typically include representation of:

- 1 Macc Board of Trustees
- 2 Macc staff (a member of the Management Team)
- 3 At least one voluntary or statutory sector partner agency with an interest in the particular area of work

The Panel will decide dates for shortlisting and interview.

The number of members should always be an odd number as this makes the decision making process clearer. The usual interview panel is 3 voting members. A member of the Macc Management Team will be identified as a standby should one of the panel members become unavailable at any point during the process: this is to ensure that there is always a minimum of 3 voting members. If a panel of 3 voting members cannot be convened on the day of the interviews, the interviews must be cancelled and rearranged.

Advertising

All posts will be advertised both internally and externally in appropriate media. Steps will be taken to ensure that knowledge of vacancies reaches underrepresented groups internally and externally. All posts must as a minimum be advertised in the following places:

- 1 Macc & Manchester Community central websites
- 2 Macc information bulletins
- 3 Manchester Community Central weekly email bulletin
- 4 Macc Twitter feeds

All vacancy advertisements must include the following information:

- 1 Job title
- 2 Salary range
- 3 Period of contract
- 4 Description of the post
- 5 Closing date for applications
- 6 Post, telephone & email contact details
- 7 Statement that "Macc is committed to equal opportunities."
- 8 Details of any exemptions under employment legislation.
- 9 www.macc.org.uk / www.manchestercommunitycentral.org

Application Pack

The application pack must contain:

- 1 Cover letter

- 2 Job description
- 3 Person specification
- 4 Application form
- 5 Equal Opportunities monitoring form
- 6 Any other relevant publications
- 7 Website details

The cover letter must include:

- 1 Closing date for applications
- 2 Date(s) of interviews
- 3 Period of contract
- 4 Statement that "If you do not hear from us within 4 weeks of the closing date, your application has been unsuccessful on this occasion."
- 5 Statement that "CVs will not be accepted."

Application form

The standard application form should be used in all cases. Only the front page should contain any personal details. The form includes:

- 1 Employment history
- 2 Skills and experience (including education and training)
- 3 Aptitude - this is a practical question about how the applicant would approach a key aspect of the role and, if relevant, the quality of the applicant's written work.
- 4 Space for details of at least two referees
- 5 Declaration

Receipt of Applications

Application forms will normally be received by a suitable designated member of staff (normally the Communications Worker). As they are received, each will be assigned a candidate number and the front page will then be detached and stored separately. This is to enable the application to be assessed on its own merits so far as possible.

All applications will be acknowledged by e-mail (or post if email is not available) within 2 working days of receipt.

Shortlisting

Copies of all applications of the Interview Panel will individually mark each Select candidates for interview based on how their application demonstrates the requirements of the Person Specification.

A marking sheet will be supplied for each application. This will be in the form of a tabulated version of the Person Specification. From this we'll use marks to pull out the six highest scoring candidates to invite to interview. Please mark each criterion using a scale: 0 = weak/not demonstrated; 1 = acceptable; 2 = strong.

It is good practice for the Panel to meet to bring together their marks and agree the final shortlist. However, if this is not practical, the members should advise the designated member of staff of the scores they have given to each application.

Any application which successfully addresses each point marked "essential" on the Person Specification should automatically be invited to interview.

However, if the panel can only undertake a limited number of interviews due to time constraints, the top scoring candidates should be offered interviews first.

Invitation to interview

Candidates should be contacted by telephone call and followed up by email (or post if email is not available) with further instructions and invited to attend interview. The candidates should be contacted in descending order according to the scores for their applications.

As a general rule, if a candidate is unable to attend on the agreed date for interview and the Panel is unable to reconvene on an appropriate date, s/he normally forfeits the right to interview. This is why the interview date is included in both the job advert and the cover letter with the application pack.

However, Panel members will need to use their judgement in each case on whether there are Equal Opportunities issues involved which might make this approach unfair. The Panel should consult with the Macc Trustee who is leads on the Equal Opportunities Policy if necessary.

Interviews

The Panel should appoint a Chair who will lead the interview process, begin with introductions, etc. The Chair will be given a briefing note covering some of the most likely issues to be raised by candidates in their own questions: annual leave entitlements, pensions, etc.

Interviews - Questions

These should relate to and address all the points on the person specification. All candidates must be asked the same basic questions.

All candidates must be invited to arrive at least 15 minutes prior to the interview and be given a printed copy of the questions in order to prepare.

Interviews - Tests and Presentations

Macc believes it is good practice to mix the interview process with a test or requirement to undertake a presentation. The task or topic should be based upon one or more elements of the person specification and, in setting it, the Panel should devise a simple marking system. Examples might include:

- 1 Typing test
- 2 IT skills
- 3 Presentation - e.g. in which the candidate has to introduce the role to a small voluntary or community sector organisation

In all cases, candidates should be advised when invited to interview of the requirements of any test or given the title of the presentation which they are to prepare.

Interviews - the decision

A tabulated version of the questions will be held by the Chair. After each candidate has been interviewed, the Panel will spend some time considering an appropriate mark for the response to each question. The total of marks is then counted and the successful candidate is the one with the highest score.

In the event that the Panel is unable to agree on marking, the Chair will have the casting vote.

It is also important to bear in mind that **it is better not to appoint at all than to make a bad appointment**, even though time may appear to be pressing. It may be, for example, that the salary levels are not attractive candidates with the right skills and experience. For an organisation like Macc, its most valuable assets are its staff so it is important not to undertake recruitment lightly.

Second interview

Panels should bear in mind that if they have concerns about the successful candidate, it is important for all involved that these are addressed prior to the formal offer being made. A second interview can be arranged which may be less formal and not include the full panel to have further discussions with the candidate on issues agreed by the panel.

Post interview

All interviewed candidates should be contacted by telephone and advised of the decision and offer any comments agreed by the panel. Any candidates to be invited to a second interview should be advised of the panel's decision and a date arranged as soon as possible.

All decisions should be confirmed in writing using the standard letters with notes of any comments from the Panel attached.

Successful candidate

The successful candidate should be sent a formal Offer Letter, offering the post subject to satisfactory references, and where appropriate, DBS checks and any medical or other checks (e.g. the candidate's right to work in United Kingdom). The letter will include a Job Acceptance Form which the candidate will be asked to sign indicating a suggested starting date and giving permission to contact references.

Following receipt of satisfactory references and completion of any checks, the candidate should be sent a formal Letter confirming the completion of the process and the starting date.

A new personnel file should now be opened and all documentation relating to the candidate should be transferred into it.

Storage

Store information on the recruitment and selection process and unsuccessful applications for at least six months but not more than 1 year.

Monitoring

After each round of recruitment, the designated member of staff will prepare a report on the Equal Opportunities monitoring forms. The report will be presented to the Macc Macc Management Team to enable them to consider whether Macc is attracting a cross-section of applicants and whether and changes to the advertising and recruitment strategy is required. An summary of these reports will be compiled and presented to the Board annually.

Positive action

Wherever necessary, use will be made of lawful exemptions to recruit suitably qualified people to cater for the special needs of particular groups.

Wherever possible, efforts will be made to identify and remove unnecessary/unjustifiable barriers and provide appropriate facilities and conditions of service to meet the special needs of disadvantaged and/or underrepresented groups.

Where job applicants have a disability the position of the applicant will be reviewed and all possible steps will be taken to ensure that the applicant does not suffer from any disadvantage in the recruitment process. Wherever possible, facilities (e.g. training, time, equipment, etc.) will be provided for such individuals to enable them to compete on genuinely equal terms for jobs and promotion.

However, actual recruitment to all jobs will be strictly on merit.

Support Needs

At the point at which applications are received, the member of staff administering applications will note any information supplied which might refer to directly or indirectly that the applicant has support needs to enable them to participate in the recruitment process. The member of staff will then take responsibility for checking with applicants what support needs s/he has and how they might best be addressed and ensuring they are implemented during the process.

During the invitation to interview, candidates should be asked explicitly whether there are any support measures which they require to enable them to participate in the process. Where support needs are identified, the candidate must be asked to confirm these in writing. Where the candidate has no support needs, the candidate must be asked to confirm explicitly in writing that this is the case.

The member of staff will not advise panel members of any support needs until the day of the interview at which point s/he is responsible for briefing the panel on appropriate measures to take to enable the candidate to give their best performance. Examples might include extra time for responses to questions, supplying materials in larger print, etc.

Should a candidate disclose a hitherto unknown disability during an interview, the Chair should immediately halt the interview and discuss options for proceeding e.g. reschedule with appropriate support, proceed if the candidate is happy to do so, etc.

Recruitment of the Chief Executive

The same broad principles and general procedures will apply to recruitment of the Chief Executive. The Chair will appoint a member of the Board to lead on the process and a member of staff (or external agency) to undertake administration.

The Board may choose to add further stages to the interview process reflecting the seniority of the position. This might include

- Separate interviews with the Board / Management Team / Stakeholders
- Formal or informal assessment days

Training

All staff and trustees involved in recruitment will be offered training on best practice in recruitment. This can be delivered in-house and include opportunities to act as an observer on interview panels.

