

## Recruitment and Selection Policy

### Purpose

- To ensure that recruitment processes are consistent, transparent, and compliant with UK employment law.
- To attract individuals with the appropriate skills, experience, competencies, and values to fulfil the needs of Cheshire Community Foundation (CCF).
- To ensure that all roles are regularly reviewed for relevance and alignment with CCF's resource needs.
- To ensure that decisions are made based on individual merit and in accordance with principles of diversity, equal opportunity, and non-discrimination, in compliance with the Equality Act 2010.

### Applicability

This policy applies to all recruitment processes for CCF roles with a duration of one year or more. Recruitment should be conducted through open advertisement unless otherwise authorised by the Board.

### Job Description and Person Specification

- **Review Process:** Before recruiting for a vacant role, ensure that the role is necessary and aligned with the Foundation's current strategy. The job description and person specification should be updated as required.
- **Inclusive Language:** Ensure all job descriptions and person specifications are free from any potentially discriminatory language and encourage applications from underrepresented groups.
- **Accessibility:** Job descriptions and application materials should be available in accessible formats upon request to comply with the Equality Act 2010.

### Recruitment Process

- **GDPR Compliance:** Ensure that any online recruitment platforms or databases used comply with GDPR regulations. Candidates' personal data should be handled and stored securely and retained only for the minimum time necessary (typically 6 months).
- **Diversity and Inclusion:** Ensure that recruitment processes actively seek to attract a diverse range of candidates. This should include consideration of underrepresented groups, including people with disabilities and candidates from different ethnic and social backgrounds.

### For CEO Recruitment

- This should be managed by a recruitment panel comprising at least three Trustees, ensuring that panel members receive up-to-date training on diversity and unconscious bias.

## Other Staff Recruitment

- The CEO and at least one Trustee should be involved in the final selection process to ensure fairness and objectivity.

## Advertising

- **Reach:** Advertisements should be placed in a variety of platforms, including those targeting underrepresented groups. The platforms selected should reflect the audience needed to achieve diversity in applicants.
- **Mandatory Details:** Ensure the advertisement includes CCF's name and logo, job title, salary (with transparency in salary range), job summary, key competencies, application deadline, and the CCF's commitment to diversity and inclusion.

## Candidate Information

Candidates should be provided with:

- A detailed job description and person specification;
- CCF's commitment to equal opportunities; and
- Application and interview process details.

In addition, reasonable adjustments should be made for candidates, as required, in line with the Equality Act 2010.

## Monitoring and Data Review

- **Campaign Evaluation:** Regularly review the outcomes of recruitment campaigns, particularly with regard to diversity in the applicant pool and the success of different advertising platforms.
- **Equal Opportunities Monitoring:** Data should be collected through anonymised equal opportunity monitoring forms to assess whether the recruitment process is reaching a diverse range of candidates.

## Submission of Applications

- **Late Applications:** Accept no late applications unless there are exceptional and justifiable circumstances, with such policies clearly communicated.

## Shortlisting

- **Unconscious Bias:** All shortlisting should involve a formal, consistent process, with all panel members trained in unconscious bias.
- **Objective Criteria:** Applications should be assessed against the person specification and any agreed criteria for the role. If no candidate meets the criteria, no candidate will be shortlisted.

## Selection Process

- **Structured Interviews:** All candidates should be asked identical, competency-based questions aligned with the job role. Any deviations (e.g., for further probing) should be directly related to the person specification.
- **Reasonable Adjustments:** Ensure candidates are asked if they require reasonable adjustments for interviews due to disability.
- **Fairness in Assessment:** All interviews must be recorded factually, with evidence-based feedback maintained. This process helps defend against any claims of bias or discrimination.

## Interview and Selection

- **Interview Panels:** Panel members must have received training in interview techniques, equality, and diversity, and unconscious bias.
- **Consistent Evaluation:** Each candidate should be scored based on how well they meet the job description and person specification criteria, with written records maintained as part of compliance and transparency.

## Job Offers

- **Conditional Offers:** All job offers must be conditional upon satisfactory references, checks (including the right to work in the UK), and criminal record checks where necessary (e.g., DBS checks).
- **Written Confirmation:** The job offer, including salary, terms, and conditions, should be provided in writing, with a clear outline of the pre-employment checks required.

## References

- **Timing:** References should only be sought after a conditional offer is made, and candidates should be informed of this during the process. Ensure at least one reference is from the most recent employer.

## Pre-employment Action

- **Onboarding:** Encourage communication between new appointees and relevant team members before their start date to foster a smooth onboarding process.

## Follow-up for Unsuccessful Candidates

- **Feedback:** Offer factual, constructive feedback to candidates who attend interviews but are unsuccessful, upon request.

## Data Retention and GDPR Compliance

- **Retention Period:** Data related to unsuccessful candidates should only be kept for as long as necessary, typically for 6 months, in line with GDPR principles.

- **Archiving:** All recruitment records (applications, interview notes, etc.) should be securely archived for 6 months and then deleted, unless retention is justified by legal proceedings.

### Policy Review

This policy should be reviewed annually to ensure compliance with UK law, GDPR, and best practices in diversity and inclusion.