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1 **Policy**

1.1 This document sets out Peckham Soup Kitchen's policy in respect of the recruitment and selection of staff and details the procedure, where appropriate, to be followed. The policy and supporting procedure applies to the recruitment to *all* posts, temporary, locum, fixed term and permanent, unless otherwise stated.

1.2 The purpose of this policy is to provide an efficient, fair, effective and legally compliant administrative framework to support Peckham Soup Kitchen's managers involved in the recruitment and retention of staff and to make the whole process transparent to both current and prospective employees. Through this policy Peckham Soup Kitchens aims to provide a professional and cost effective recruitment service, promote good practice and ensure fair and consistent treatment of all employees and applicants. In particular the policy aims to:

- * Ensure that the most appropriate candidate for the post is chosen;
- * Enhance the quality of candidates;
- * Leave a positive image of Peckham Soup Kitchens with unsuccessful candidates;
- * Reduce the risk of a bad selection decision which could be expensive and adversely affect Peckham Soup Kitchen's effectiveness;
- * Give successful applicants a clear understanding of the organisation and what will be expected of them.

1.3 This policy makes reference to Peckham Soup Kitchens Diversity and Equality Policies which aim to promote equality of opportunity and prohibit unlawful or unfair discrimination in the recruitment and selection process. The Diversity and Equality policies and this policy take full account of the requirements of the Equality Act 2010.

1.4 To assist clarity, this document sets out the policy outline and details the procedure for each *separate* stage of the recruitment and selection process.

2 **Initial Review of Vacancy**

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Policy

- 2.1 When a vacancy arises it is the responsibility of the appropriate manager, in conjunction with their Service Manager, to review the vacancy and to assess whether recruitment is the appropriate solution. This review should include consideration of alternative methods of covering the duties and responsibilities.
- 2.2 If recruitment is required, the manager, in consultation with other staff as appropriate, should review the post and amend any duties, responsibilities and reporting channels as required, revising or preparing the job description and person specification as appropriate. Peckham Soup Kitchens uses a standard format for job descriptions and person specifications, available from the HR Team.

3 Staff Requisition

Policy

- 3.1 Peckham Soup Kitchens requires that all proposed recruitment and internal or external secondments (except short term vacancies covered by locum arrangements) should be submitted to the Directors for clearance via the Staff Requisition Form (Yellow) and/or the Job Change Authorisation Form (Pink) before any further action is taken to recruit. This policy applies to all new and replacement posts, full or part-time.
- 3.2 A job description and person specification should be prepared or revised prior to a job being approved by the Directors. Recruitment into a post cannot be progressed until an up to date job description and person specification are provided to HR.

Procedure

- 3.3 A stock of “yellow” and “pink” forms is held by each Project Manager and available for download.
- 3.4 The job description and person specification should be prepared or revised by the line manager, in consultation with the HR Team where appropriate and should be prepared in line with Peckham Soup Kitchens standard format.
- 3.5 The Staff Requisition Form should be completed and signed by the budget holder / Project Manager or Service Manager. They must then be submitted for approval by each of the functional Directors before recruitment action can be taken.

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4 **Advertising**

Policy

- 4.1 All permanent posts will normally be advertised internally. Jobs may also be advertised externally in appropriate media and in the local job centre.
- 4.2 Temporary appointments will be advertised internally and/or externally depending upon the expected duration of the contract. The use of agency staff for short-term contracts may be used where appropriate and limited term appointments, especially to key managerial positions, may be undertaken without recourse to advertising where the exigencies of business continuity dictate.
- 4.3 All recruitment advertising will be placed and monitored by the HR Team.
- 4.4 Advertisements will indicate Peckham Soup Kitchen's commitment to diversity and equal opportunities and, where appropriate, will encourage applicants from under-represented groups. No advertisement will imply directly or indirectly that age will be a criterion for selection.
- 4.5 Positive action such as the ring-fencing of posts to specific under-represented demographic groups, may be approved by the Director of HR and Communications in appropriate circumstances.

Procedure

- 4.6 Advertisements for posts approved to be filled will be discussed and agreed with an appropriate member of the HR Team in conjunction with the appropriate line manager / Service Manager as appropriate.
- 4.7 Advertisements will be placed on Peckham Soup Kitchens website, in appropriate media and / or advertised internally. Normally no more than one publication will be used except for those posts which may be difficult to fill.
- 4.8 Candidates who request details about a specific vacancy will be issued with an Application Pack and supporting documents as appropriate.
- 4.9 Receipt of applications will only be acknowledged on request.
- 4.10 Immediately following the closing date a shortlisting pack will be prepared by the HR Team and issued to the recruiting manager.

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4.11 Managers will ensure that the shortlisting process is completed within one week of receiving their shortlisting packs and interviews should take place within 14 days of shortlisting. The Senior HR Advisor will plan and confirm interview dates with recruiting managers, prior to advertising.

5 **Selection Process**

Policy

5.1 All applicants (excepting Service Manager and Director level posts) for employment must complete Peckham Soup Kitchens standard application form. CVs are not acceptable. Shortlisting will be carried out using Peckham Soup Kitchens shortlisting matrix.

5.2 The selection process will include the following:

- * shortlisting on the basis of information provided in the application form
- * comparison with the information set out on the person specification
- * selection interview for those candidates shortlisted
- * other selection methods as appropriate, including psychometric assessment of workplace behaviours and LLN testing.

5.3 The selection regime for senior / management level posts will normally include psychometric assessment of ability and workplace behaviour.

5.4 Selection panels will consist of not less than two members of staff and will wherever possible include a gender mix. One member will act as the Chair of the panel.

5.5 Selection at all stages will be based on the criteria identified in the person specification and will not take account of issues such as race, sex, disability etc. except where there is a relevant genuine occupational requirement which has been identified prior to the commencement of the recruitment process.

5.6 Where necessary, reasonable adjustments will be made to enable a disabled person to attend the interview and to carry out any other assessment as part of the selection process.

Procedure

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- 5.7 Each member of the selection panel will assess the candidates against the criteria identified on the person specification and will each record the outcome on a shortlisting matrix.
- 5.8 The agreed shortlist of candidates to be interviewed will be noted and forwarded to the HR Team together with the completed interview schedule form. The selection panel should agree on the selection methods to be used and discuss these with a member of the HR Team as appropriate.
- 5.10 Candidates who have been shortlisted will be contacted and given details of their interview and other assessment arrangements. Where appropriate further details will be provided. Usually, at least 7 days notice will be given except where the interview date has already been indicated on the advertisement. Interviewing should occur within 14 days of shortlisting
- 5.11 In exceptional circumstances, candidates will be informed verbally of the interview arrangements.
- 5.12 Arrangements will be made by the HR Team in line with the requirements indicated on the Interview Schedule Form including room bookings, requests for hospitality, special equipment, notification of candidates, requests for references, and preparation of interview packs.

6 References

Policy

- 6.1 References will be taken up by the HR Team only for successful candidates. A pro forma reference form for the candidate's last two employers will be used.
- 6.2 One reference should be from the candidate's current or most recent employer or tutor/teacher. The second referee should be in a position to comment on the individual's ability to meet the criteria required. Ideally these will be from previous employers except where the candidate has a long service history with their current employer. References from relatives and friends are not acceptable.
- 6.3 All references will be kept strictly private and confidential and will be used only for the purposes of selection and appointment.

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- 6.4 References will normally be considered by HR team members only, at the conclusion of the selection process and prior to making formal offers of employment. All appointments are subject to satisfactory employment references and any negative references which may bring an appointment into doubt will immediately be brought to the recruiting manager's attention.

Procedure

- 6.5 Where necessary verbal references may be taken up by the HR Team following the format of the reference form.

7 Appointments

Policy

- 7.1 Offers of employment will normally be made, in writing, by the HR Director following approval of a recruiting manager's selection recommendation.
- 7.2 All offers of employment will be made subject to evidence of the candidate's right to work in the UK and satisfactory references. Where appropriate, offers of employment will be made subject to satisfactory Criminal Record Bureau check, ISA registration, and any other conditions as may be appropriate to the post.
- 7.3 Consideration will be given to the provision of reasonable changes to premises and / or working arrangements so that a disabled person is not at any substantial disadvantage compared to a non-disabled person.

Procedure

- 7.4 Unsuccessful candidates will be contacted in writing by the HR Team. Unsuccessful candidates will be offered feedback from the interview by a member of the panel.
- 7.5 Offers of employment will be confirmed in writing by the HR Team who will also supply further relevant details. New employees will be asked to

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confirm their acceptance of the offer in writing by signing a copy of their terms and conditions of service.

8 Pre-employment Screening

Policy

- 8.1 Successful applicants will be asked to provide documentary evidence that they are legally entitled to work in the UK, in accordance with the Immigration, Asylum & Nationality Act 2006. All documents must be original and be one of the documents identified by the Borders Agency as an official document for means of establishing proof of their right to work in the UK. The successful candidate will not be able to commence work until evidence has been seen and recorded by the HR Team.
- 8.2 The majority of posts require registration with the Independent Safeguarding Authority (ISA) prior to offer of appointment. These posts include those who work closely with or may have significant contact with vulnerable adults. This registration, which incorporates CRB checking, **must** be evidenced prior to any offer of employment. In practical terms, candidates will need to demonstrate their registration status with the ISA as part of the initial application process.
- 8.3 Where a post has not been identified as requiring ISA registration but still involves access to vulnerable adults, offers will be made subject to satisfactory CRB screening and will not be confirmed until such clearance is obtained. All appropriate staff are subject to CRB re-checking at 3 year intervals.
- 8.4 Where satisfactory CRB screening is not received the conditional offer may be withdrawn.

Procedure

- 8.5 The relevant pre-employment screening forms will be issued to applicants as necessary by the HR team.
- 8.6 The HR Team will administer and monitor the pre-employment screening process and will confirm or otherwise the offer of employment as appropriate.

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- 8.7 Offers will be reconsidered by the manager in conjunction with the HR Team where satisfactory screening is not received. In such cases offers of employment may be withdrawn.

9 INDUCTION

Policy

- 9.1 The HR Team will arrange a formal induction to Peckham Soup Kitchens for all new employees. Formal corporate induction days will be held according to need and organised by the HR Team.
- 9.2 Workplace inductions will be arranged by the line manager using the induction workbook and its guidance protocols. Further guidance on induction is available from the HR Team and is published in the Induction and Probation Procedures document.

Procedure

- 9.3 Details of new starters will be communicated by the HR Team to Project Managers who will make arrangements for local job and project induction, initial core training and formal corporate induction.
- 9.4 Project Managers will ensure the appropriate induction of new staff to the post and to the Project. Advice is available from the HR Team.

10 POST-EMPLOYMENT CHECKS

Policy

- 10.1 The HR Team will ensure all relevant qualifications and / or certificates (e.g. birth certificate, marriage certificate) are checked. Original documentation will be checked and photocopies taken for the employee's personal file. All original documents will be returned to the employee after the appropriate checks have been completed.

11 PROBATIONARY APPOINTMENTS

Policy

- 11.1 All appointments are subject to a probationary period. Staff employed on any contract of employment in excess of six months will be subject to

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a monitored probationary period of six months. This protocol applies to *new employees* only.

- 11.2 During the probationary period regular supervision/review meetings will be held with the line manager so that any initial difficulties may be discussed and resolved wherever possible. Advice and support will be available from the HR Team. A formal interim review will be undertaken with every new member of staff, by line managers, after the first three months of service. This review should have, as its basis, the employee's progress in completing the induction workbook and integration into local working patterns, including satisfactory levels of attendance and punctuality.
- 11.3 Shortly before the end of the probationary period a further review will be undertaken of the employee's progress in meeting induction objectives. This review, undertaken during the 5th month of service, will assess the employee's overall progress over the probationary period. Usually, probationary periods are completed satisfactorily but occasionally employees fail to meet required standards or, exceptionally, the probationary period needs to be extended. In the event that a probationary period is not likely to be completed satisfactorily or there are grounds for extending, Project Managers should immediately consult with the HR Team.

Procedure

- 11.4 The appropriate line manager will be responsible for arranging review meetings and for resolving any initial difficulties.
- 11.5 The probationary report form should be completed as part of the review meeting and a copy should be sent to the HR Team.
- 11.6 Concerns regarding an employee's conduct or performance which have not been resolved should be referred to the HR Team who will discuss these with the line manager. The Director of Human Resources and Communications will be informed of the concerns and will also receive copies of the Probationary Report form.

12 RECRUITMENT & SELECTION DOCUMENTATION

Policy

- 12.1 A personal file will be established and maintained for all employees. This file will take the form of both a paper file and a secure computer database record.

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12.2 All documentation from the recruitment and selection process should be returned to the HR Team who will retain copies for a minimum period of six months. Surplus documentation will be shredded or destroyed through other confidential means.

12.3 A contract of employment along with supporting information will be issued to the new employee by the HR Team.

13 EQUALITY IMPACT ASSESSMENT

13.1 This policy has been assessed for any discriminatory impact in accordance with Peckham Soup Kitchens Equal Opportunities policy and Equality Schemes. No discriminatory impact has been found.

14 REVIEW

14.1 This policy will be reviewed in November 2023 or earlier in the event of legislative change, identified equality impact or other reasonable ground.