CHICHESTER CATHEDRAL

RECRUITMENT

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INTRODUCTION

Our Recruitment Policy and Procedures are designed to ensure that we have the right people in the right place at the right time doing the right things. Effective recruitment is critical in ensuring that we attract the best possible individuals to work with us, in either a paid or voluntary capacity, through a process that is inclusive, fair, consistent and transparent treating all those who interact with us with dignity and respect. That process should also enable us to identify and reject any individuals who are unsuitable by following a proportionate but thorough selection process. We are particularly mindful of this responsibility, in both the recruitment process and onward supervision, for those employee and volunteer roles that involve working with children and vulnerable adults.

We are committed to ensuring that all judgements made about people for the purposes of recruitment and selection are made solely on the basis of their ability and potential in relation to role that they are applying for rather than any other factor.

Underpinning our policy are the following principles:

- those involved in the recruitment process understand their responsibilities and are appropriately trained;
- each vacancy has either a job description if it is an employee role or a volunteer role description that is agreed before recruitment commences;
- that our application process is straight-forward and proportionate;
- that we assess applications and shortlist for interview fairly and that we communicate the outcome to all applicants;
- that we undertake a formal interview process to assess candidates and that we are able to evidence our decision making;
- that we undertake appropriate checks on candidates before appointment;
- that each stage of our recruitment process is transparent;

Our recruitment procedures are based on the Church of England's ***Safer Recruitment Principles***.

1 RESPONSIBILITIES

Hiring managers are responsible for adhering to the procedures outlined in this policy and for seeking advice and support from HR if anything is unclear. Those responsible for recruitment are required to successfully complete the Church of England's on-line ***Safer Recruitment and People Management*** course available at: https://safeguardingtraining.cofeportal.org/course/view.php?id=28

The person responsible for recruiting should also agree a timeline at the outset which includes:

- **Closing date for application** – ideally allow about 4 weeks for applications to be submitted
- **Shortlisting** – allow time to read through and compare applications and to compare the results of each person shortlisting [there must be at least two]
- **First Interview date** – advise in advert if possible and allow at least a week from shortlisting
- **Second interview date** [if relevant] – allow a week after first interview.

The Head of HR is responsible for ensuring that this policy and procedures are reviewed regularly and for providing advice and training to those with responsibility for recruitment as appropriate.

2 SOURCING CANDIDATES

2a Job Descriptions and Role descriptions

Every role must have either an employee job description or a volunteer role description. The job/role description plays a dual role in that it enables potential applicants to understand exactly what would be required of them but it also provides the line manager with an opportunity to consider what they actually need rather than what they might think they need. The employee job description and volunteer role description are designed to help you consider what the role might look like. Please ensure that you have completed one, and discussed it with any relevant colleagues, **before** you begin recruiting.

The description should indicate if the role is subject to a DBS check and the level of check required. A Disclosure Barring check is an official record stating a person's criminal convictions. They help to ensure that employers can make informed decisions during the recruitment process.

There are currently 3 levels:

A **basic DBS check** is a criminal record check that individuals and employers can request. This is the lowest level check and is available for all individuals and employers living within the UK. A basic DBS will check a person's criminal history, convictions and cautions from the Police National Computer (PNC). We do not routinely request basic checks though they will be relevant in some roles for example where there is potential for petty theft or fraud.

A **standard DBS check** is an in-depth criminal record check used by employers on behalf of applicants to ensure they are suitable for the role in question. At this level, it shows information of all cautions, warnings and reprimands a person has. It will also surface any unspent convictions held on a person's criminal record in England and Wales and convictions in Scotland and Northern Ireland. The Standard DBS check is required for

	lawyers, accountants and other positions of high responsibility. This check will ensure that employees or candidates have no prior offences, such as fraud or financial misconduct. An **enhanced DBS check**, this level is only available to employers, who will have to request it on their applicant's behalf. An enhanced DBS check has all the information contained in a standard DBS check. However, with an enhanced check, an employer can also request to see whether a potential or current employee is listed on the Children's Barred List or Adult First list. This ensures that a candidate is not barred from working with vulnerable groups but can only be requested if the candidate or employee will be involved in a regulated activity. Employers cannot just require employees or volunteers to undertake a standard or enhanced DBS check unless the paid or volunteer role requires it. To check whether your role requires a DBS check, please talk to the Cathedral's Safeguarding Officer, Colin Perkins, or use the Government tool to find out: https://www.gov.uk/find-out-dbs-check
2b	**Advertising a Vacancy**
	It is good practice to advertise vacancies internally so we advertise our employee and volunteer vacancies on our website. If you are advertising a vacancy, please complete the Template Employee & Volunteer Job Advert which identifies the essential requirements for the role and enable you to highlight things like required DBS checks. Please do discuss sourcing candidates with HR and think about where your potential recruits might look for jobs, for example: ▪ social media – Facebook, LinkedIn, Indeed for all posts; ▪ external agent for on-line marketing which includes The Guardian on-line, Indeed, Charity Jobs etc usually for employee posts but some volunteer posts too; ▪ local education establishments; ▪ local press eg Chichester Observer or Chichester Post – for people who still read newspapers; ▪ VAAC for volunteer roles; If roles are proving difficult to recruit for or they are particularly niche there are more specialist sites [eg Church Times] or we could consider using a recruitment agency but given the cost, typically 15%-25% of the first year's salary, this really shouldn't be an option unless on-line advertising doesn't produce the desired results. Please do discuss your options with HR in advance.
2c	**Application Process**
	We always use application forms for employee and volunteer recruitment Employee Application Form and Volunteer Application Form because it is more consistent and reliable and as information on each applicant is presented in a common format it reduces the possibility of bias. However, we appreciate that application forms can be off-putting to some applicants for employment and so we do accept CV's but would then expect those applicants invited to interview to complete a Employee Application Form with CV. You should use the same method for all applicants for each recruitment, it wouldn't be appropriate to allow people to complete an application form or submit a CV for the same vacancy.

	When deciding whether to use a CV or an application form do consider the type of applicant that might be applying for your role. If the role is office based or more technical then a CV might be the best course but there are certain roles that might be better suited to an application form, for example roles that don't require any IT knowledge. Certain applicants will prefer to complete an application form, for example if you are recruiting for a role that doesn't require IT skills.
2d	Confidential declarations
	If the role requires an enhanced (with/without barred list) DBS check applicants must complete the Church of England Confidential Declaration form. If concerns or queries arise from a confidential declaration, we will seek support from the diocesan safeguarding team.
3	INTERVIEW PROCESS
3a	Shortlisting
	You should have factored in a date for shortlisting when determining your timeline and this is usually done by someone who will be interviewing or others, such as HR, as appropriate but must always be undertaken by more than one person. The Template Interview Shortlisting Grid ensures that we take a structured approach, scoring the applications against the criteria in the knowledge, skills & experience section of the job description. This will help avoid unconscious bias and ensure that we can defend our decision making if necessary. When reading applications, ensure that there is a clear working history for the previous 10 years at least. If there are any gaps these should be followed up at interview if the applicant is shortlisted. Obviously, if applicants have less than 10 years' work experience or are volunteering having been retired for some years this will be a different conversation.
3b	Inviting Candidates to Interview
	Candidates invited to interview should be given as much notice as possible and the relevant interview details. You can tailor your invite to the specific role, but you should include: the date and time of the interview, ▪ the location and any instruction eg "ask for Fred at Reception" or the Zoom link ▪ the names and job titles of the interviewers; ▪ the likely length of time the interview will take, ▪ whether there are any additional requirements, for example undertaking tests, preparing a presentation or bringing certificates along ▪ whether there are further stages to the process for successful candidates for example a second interview, ▪ asking them whether they require us to make any reasonable adjustments to the process, ▪ asking them to confirm they can attend.
3c	Interviews
	You must prepare your interview questions in advance using our Template Interview Outline. You can ask individuals specific questions about their experience arising from their CV's/applications or assessments if they have been part of the process but ideally you

	should be asking all candidates the same questions based on the Knowledge, Skills & Experience section of the job description. You are also required to ask all candidates questions about safeguarding though these will vary depending upon their role. There is an Interview Questions Bank that is being updated regularly so please use it and contribute to it. This applies to paid and volunteer roles although volunteer roles may be adapted accordingly, for example you might have fewer questions and present the interview in a more conversational style, but you must still assess their suitability and ask the mandatory safeguarding question[s]. Please do give some thought to the look and layout of the interview room. We are restricted but it can be tidy and think about whether the seating works. Also consider technology if you are expecting them to do a presentation. All roles require at least one interview, however, some roles might require a second interview, for example those responsible for managing others or more specialist roles or if it is relevant that a member of Chapter and/or an expert in the field interview.
3d	**Assessments**
	We also use an external agency to undertake psychometric testing and we just use this for employee roles at the moment. If you are interested in psychometric testing for your applicants, you should talk to HR about it at the beginning of the process. Tests are usually undertaken between first and second interviews as there is a cost associated with them so obviously, we would prefer to test fewer more suitable candidates rather than everyone. If candidates are required to undertake tests they should be advised at the outset.
3e	**After Interview**
	You should contact the successful candidate by telephone as soon as all interview panel members are agreed. Ask the candidate whether we can pursue references and once they have agreed, do so – see below. You should always contact unsuccessful applicants, in a timely manner, to advise them of the outcome. They will have committed time and effort to preparing an application and it is one of our principles that we treat everyone fairly and courteously and it demonstrates how we value people. If unsuccessful interview candidates do request feedback, please focus on evidence from your interview notes, for example: ▪ 'the criteria we were looking for was…' ▪ 'the evidence of meeting the criteria you displayed was…' ▪ 'we did not see evidence of… ▪ the successful candidates better demonstrated …'

	At this point, you must send your interview notes to HR. They will be retained for 6 months, during which job applicants are able to make Tribunal claims if they believe they have been discriminated against, and then destroyed.
4	PRE-EMPLOYMENT CHECKS
4a	References
	References from previous employers should always be followed up but do not contact any referees until you have permission to do so. Reference should account for the previous 10 working years without any gaps. References should be used to support or deny the information gained about an applicant, **not** to choose between applicants. A reference request will usually cover the following areas: ▪ Post applied for, ▪ The identity of the referee and in what capacity they have worked with the applicant, ▪ A request for confirmation of the role, the duties the applicant undertook with the referee, ▪ The dates of employment, ▪ The reason for leaving (where applicable), ▪ A request for comments on the applicant's suitability for the role – include a job description with the requests, ▪ Anything else that is relevant to the role, Do bear in mind that someone named as a referee by an applicant is not under any legal obligation to provide a reference and many organisations now have a policy of only providing the factual references although they should make this clear. However, a person who does provide a reference is under a legal obligation to ensure that the information given is accurate and truthful. If the postholder is subject to an enhanced DBS check then you must also ask the referee to complete an Enhanced Reference Request. If a reference does not provide straightforward information in response to the initial request, you might want to follow up with a telephone conversation if the referee is willing to do so. Make notes of the telephone conversation for future reference. Consider references in an impartial manner and be aware that on occasions, the referee may not be impartial - an applicant may have experienced prejudice or an unreasonable manager in a previous organisation.
4b	Right to Work Checks
	A right to work check is simply the process for conducting a visual check of a prospective employee's documentation. You should undertake the check in their presence and before you employ them to ensure that they are legally allowed to work in the UK and undertake the job that you want to employ them for. If an employee has time limited permission to work in the UK, you must also carry out follow up checks regularly. There are three steps to carrying out checks:

	1. **Obtain** the person's original documents 2. **Check** them in the presence of the holder 3. Make and retain a **Copy** and record the date on which the copy is made. and there are further details on these three steps and what constitutes acceptable documents in the Employers Guide to Acceptable Right to Work Checks. You must also complete and sign an Employers Right to Work Checklist final and attach a copy of the original documents before returning to HR asap.
4c	Disclosure Barring Services Checks
	If the role requires a DBS check, please contact HR and they will arrange it with our external partners Thirty One: Eight. If concerns arise from a DBS check, we will seek support from the diocesan safeguarding team.
5	APPOINTMENT
	All appointments are subject to the receipt of satisfactory pre-employment checks and the satisfactory completion of a probationary period.
5a	Probationary period
	Every employee and volunteer should have a probationary period, this is a period of more frequent supervision and support to enable the individual to have the best opportunity of understanding what is required of them and also deciding if this is the right organisation for them. It also enables us to decide whether they are right for us. Probationary periods for employees are usually a three month period though for mor senior employees 6 months is more usual. Managers should use the Template Probationary Review form to manage the employee's induction. For volunteers, the length of the probationary period will depend upon their role and how often they actually volunteer, advice is available from the HR team. If you have an employee or volunteer on probation, you are required to meet with them regularly and to provide them with appropriate feedback and at the end of the probationary period, you should determine whether it should be: ▪ approved ▪ extended for a further maximum of 3 months ▪ failed and the contract terminated. If you are contemplating extending or failing a probation period, you should seek advice from HR in advance of your meeting
5b	Induction
	An effective induction is the final stage of the recruitment process and will help to ensure that your new recruit has the best opportunity to settle in well and gains an understanding of our organisation and its policies, procedures and culture as early as possible. It also provides an opportunity to become an effective and motivated team member as quickly as possible.

	Please use the Template Induction Programme adapted as appropriate for your employee or volunteer to ensure their early interactions with us are positive.

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