

Children North East

Staff Development

Recruitment, Selection and Appointment Procedure

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RECRUITMENT POLICY AND PROCEDURE

1. INTRODUCTION

- 1.1 Children North East recognise that members of staff are fundamental to the success of the organisation. The organisation therefore needs to be able to attract and retain staff of the highest calibre. To do this a professional approach to recruitment is essential. The purpose of this policy is to provide a sound framework for the recruitment and selection of staff, based upon the organisations recruitment principles in section 3. The recruitment principals also meet the requirements of the organisation's Equality Policies which align with the Equality Act 2010 and all other relevant employment legislation.

2. RESPONSIBILITY

- 2.1 This procedure covers all activities which form part of the Recruitment and Selection Process. It is applicable to all staff recruitment. In order for the procedure to be effective it is essential any members of staff who are involved within the recruitment and selection of staff adhere to this procedure. Appropriate training, development and support will be provided to anyone involved in recruitment and selection activities in order to meet the principles. Ultimately it is the responsibility of the Senior Management in the organisation, in conjunction with the HR Department to ensure the procedure is followed.

3. PRINCIPLES

- 3.1 Recruitment and selection is a key public relations exercise and should enhance the reputation of Children North East. Anyone involved in the Recruitment and Selection Process will be expected to treat all candidates fairly, efficiently and with respect, aiming to ensure the candidates experience is positive, irrespective of the outcome. Children North East will promote best practice in recruitment and selection and ensure the following principles are adhered to:

- There will be open competition to recruitment and selection, ensuring the process is conducted in a professional, timely and responsive manner.
- Current employment legislation will be followed.
- The Recruitment and Selection Panel will seek to recruit the best candidate for the vacancy based on merit, whilst supporting Children North East's commitment to a diverse workforce.
- Encouraging the recruitment of staff with disabilities, making reasonable adjustments to all stages of the recruitment process as required in order for a successful candidate with a disability to undertake a post.
- Anyone involved in the recruitment process must declare if they have a close personal or family relationship with an applicant and they must immediately withdraw their involvement in the process.
- All documentation relating to applicants will be treated confidentially. Applicants will have the right to access any documentation held about them. This is in accordance with the General Data Protection Regulation (GDPR). The GDPR replaces the Data Protection Act (DPA) 1998.

4. RECRUITMENT & SELECTION STAGES

4.1 There are a number of key stages in the Recruitment, Selection and Appointment Procedure. Section 4.2 to 5.5 below outline the key stages. Further advice and guidance is available from the HR Department.

4.2. The Recruitment and Selection Process should not commence until the standard template Job Description has been completed. This will confirm the need for the role against the service needs and ensure the correct hours are allocated to the post. Formal authorisation to recruit to a post should be sought from the necessary member of the leadership team before commencing the recruitment process.

4.3 The interview dates should be verified with the HR Department to ensure they align with internal and external advertising deadlines.

4.4 If it is deemed necessary to recruit a temporary position via an agency the appointing officer should seek advice from the HR Department to clarify agency worker regulations.

4.5 Job Descriptions

4.5.1 Job descriptions are written statements of the key tasks, functions, responsibilities and relationships of a role. They are essential to recruitment, job evaluation, induction, performance management and staff development review processes. A job description must:

- Be used to help write your advertisement for the post.
- Be produced or updated for any vacant post which is to be advertised.
- Accurately reflect the key tasks of the post, providing a clear and concise description of the whole job so the purpose of the post can be clearly demonstrated.
- Define responsibilities, supervision and relationships. Please see guidance for preparing job description (appendix 2).

4.6 Person Specifications

4.6.1 The Person Specification is a description of the essential and desirable qualifications, skills; experience; knowledge and other attributes which a candidate must/may possess to perform the duties of the role. They should not be too restrictive, as initially deterring too many candidates could deter the best candidate for the role. Please see guidance for preparing person specifications (Appendix 2). A person specification must:

- Be used to help write your advertisement for the post.
- Be directly related to the job and applied equally to all applicants.
- Avoid discrimination. Be fair, objective and directly relevant to the job requirements.
- Ensure that desirable criteria is not included within the essential criteria.
- Be justifiable in relation to the job tasks and requirements.
- Be derived from the job description as together they form the foundation for the recruitment process.
- Be used as the basis for your selection decisions at shortlisting.
- Form the foundation of interview questions, tests and presentations.
- Assist candidates to understand the required criteria.

4.7 **Advertising**

4.7.1 The purpose of advertisements is to aim to attract suitable candidates to apply for the post, market the vacancy and promote working for Children North East. Advertisements should aim to reach a diverse audience and to deter unsuitable candidates. This will help maximise equality of opportunity and provide staff, sessional workers and volunteers with opportunities for career development, whilst maintaining the skills and expertise of existing staff. All adverts must be placed via the HR Department and all external adverts will be advertised on the organisations website; The HR Department will ensure all adverts are cost-effective and costs will be agreed in advance with the relevant member of the leadership team. Adverts will be placed on a variety of networks.

4.7.2 All job vacancies advertised include a statement which encourages a diverse range of applications. Where the organisation deems necessary, under-represented groups will be promoted within adverts.

4.8 **When does Internal and External advertising apply?**

4.8.1 All positions will be simultaneously advertised internally and externally within Children North East with exception of:

- When staff are at risk of redundancy - Children North East will advertise internally only in the first instance.
- Where it is the requirement of a funder to advertise externally and staff are at risk of redundancy Children North East will endeavour to challenge the funder.
- If there are no staff at risk of redundancy it is at the discretion of the appointing officer in agreement with the leadership team to advertise internally and externally simultaneously.

4.9 **Internal Vacancies**

4.9.1 Potential members of staff, sessional workers and volunteers must have fully completed **ALL** of Children North East's recruitment checks before being able to apply for any internal positions.

4.9.2 Staff who have been in an acting up position which subsequently becomes vacant will need to apply for the position when it is advertised.

4.10 **Members of staff who are at risk of redundancy**

4.10.1 Members of staff who are at risk of redundancy (see redundancy policy SD17) will receive details of vacancies to their chosen email address and by post to their home address.

4.11 **Short listing**

4.11.1 The key function of shortlisting is to determine a candidates' suitability for a vacancy. This is done by obtaining information to assess each candidates, qualifications, skills, experience and knowledge. The short-listing process is also to exclude as many unsuitable candidates as quickly as possible. Please see Appendix 3 (Short Listing Guidance)

- 4.11.2 Short listing may involve the whole recruitment panel; however shortlisting **must** be carried out by a minimum of **2** people who are on the panel, one of whom will be the Appointing Officer. Please see appendix 4 (Guidance for the Appointing Officer). This is to avoid any possibility of bias.
- 4.11.3 Short listing and selection panels should give due consideration to the promotion of Equality and Diversity.
- 4.11.4 Notes of the short-listing decisions for each candidate should be recorded by each member of the panel on the standard short-listing grid form. The form should be returned to the HR Department once the shortlisted candidates have been selected for interview.
- 4.11.5 All candidates (internal and external) should be assessed objectively against the selection criteria set out in the person specification. Assumptions about the qualities of internal candidates should not be made.
- 4.11.6 Never introduce new criteria which has not been listed in the person specification at this stage.
- 4.11.7 It is also helpful at this stage, to consider what types of evidence you will be seeking when assessing how candidates meet the criteria; remember all criteria must be measurable.
- 4.12 **Selection & Interview**
- 4.12.1 Interviews also give candidates an opportunity to find out further information about the post and Children North East. Please see Appendix 4 (Guidance for the Appointing Officer).
- 4.12.2 Shortlisted candidates should be provided with details of the selection process, including any tests and presentation information. This should be confirmed in writing to the candidate giving **5** working days before the interview. In accordance with the Equality Act 2010, the candidates are also asked to advise Children North East if there are any particular arrangements or reasonable adjustments which could be made so they can participate fully in the selection process.
- 4.12.3 The HR department will inform the appointing officer of staff who are at risk of redundancy when they are shortlisting. This will be clearly stated on the standard shortlisting grid.
- 4.12.4 Interviews should be carried out by a minimum of two people, one of whom should be the Appointing Officer. All decisions must be made by at least two people throughout the whole process. Where appropriate young people should be part of recruitment and selection panels.
- 4.12.5 Selection is a two-way process; candidates are assessing the role and the organisation. Those involved in recruitment should convey a positive image.

- 4.12.6 It is recommended a range of selection methods, which are suitable for assessing both the essential and desirable criteria are established. This will enhance objective decision making which is difficult through interview alone.
- 4.12.7 A series of core interview questions should be prepared in advance of the interview and should relate directly to the selection criteria set out in the person specification.
- 4.12.8 Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification. However candidates can be questioned further on an individual basis in relation to their responses to these key questions; a robotic approach within the interview process should be avoided.
- 4.12.9 Interview panel members will be sent an interview pack prior to the interview. Interviewers should familiarise themselves with candidate's application forms, job description and the person specification prior to the interview.
- 4.12.10 Time should be allocated for the panel to meet prior to the interviews. This will enable the panel to agree the prepared questions, agree questioning strategies and allocate questioning areas.
- 4.12.11 Notes recording the criteria points of the interview should be taken, ideally by the interviewers as a reference when assessing candidates against the person specification and to assist with decision making. Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be returned to HR Department following the selection process. Applications will be kept for a period of 6 months in line with the General Data Protection Regulations (GDPR). If a similar role becomes available within these 6 months these applicants can be re-considered.
- 4.12.12 Unsuccessful interview candidates should be treated courteously and sensitively and as a minimum, receive telephone notification following the outcome of the selection process.
- 4.12.13 If a candidate requests feedback about their performance in the selection process this should be arranged with the Appointing Officer, however they may delegate to another member of the panel where appropriate.

4.13 **Selection Tests/Presentations**

- 4.13.1 Selection tests aim to replicate actual job tasks or situations to assess if the candidate has the skills, experience or qualification to carry out the work. Certain types of skills (such as IT skills) can be more readily measured by tests rather than by interview. These selection tests also give candidates an idea of what they may be required to do within the role.
- 4.13.2 Tests and presentations must only be used if they actually measure abilities or skills which are relevant to the actual role being advertised and the selection criteria. If you are considering using a selection test/presentation you will need to analyse the tasks of the role along with the criteria to determine what will be appropriate for a selection test/presentation, in consultation with the other recruitment panel members.

4.14 **Feedback to candidates**

4.14.1 Feedback is frequently requested by external candidates who wish to determine the reasons why they were not appointed and ways in which they could improve any future selection process. Feedback is also very helpful to internal candidates in assisting them to understand why they may have been unsuccessful for a promotion opportunity; focusing them on how to improve any future selection process and identifying any training needs to support their future development.

4.14.2 If a candidate is concerned they may have been unfairly treated or discriminated against within the selection process, they may also seek further feedback from the Appointing Officer. Any candidate who asks for further feedback on their application should be asked to put this request in writing. This must be given in writing to prevent candidate's misunderstanding the feedback. This will normally be written by the Appointing Officer, in consultation with the HR Department.

4.14.3 The feedback must:

- Directly relate to the selection criteria
- Be based on evidence gathered during the selection process (i.e. derived from the candidate's application form, interview, presentation/ test, etc)
- Be as objective and factual as possible
- Be accurate
- Be agreed with the recruitment panel involved in their selection process.
- Be evidenced by the selection records, the Shortlisting Grid Form Presentation Record Form, Interview Record Form and any selection test/presentation results.

4.14.4 Feedback must not:

- Imply unfair discrimination
- Cover information which did not emerge from the selection process
- Have no relation to the selection criteria. See appendix 5 (Guidance on composing feedback)

4.15. **GDPR (previously DPA)**

4.15.1 Under GDPR, candidates have the right to access any data the organisation holds on them. Requests must be forwarded, in writing, to the HR Department.

5. **MAKING THE APPOINTMENT**

5.1 It is recognised that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance Children North East's ability to recruit the selected candidate. In such cases the verbal offer will normally be made by the Appointing Officer, although they have the discretion to delegate this responsibility to a member of the Recruitment Selection Panel, if felt appropriate.

5.2 The successful candidate should be informed they are the preferred candidate following interview and advised all offers of employment are subject to receipt of satisfactory pre-employment checks, prior to commencement of employment. Appointments will usually be made at the grade minimum increment of the advertised salary scale unless relevant experience would justify additional increments. No appointment can be made above the advertised scale.

5.3 **Pre-employment checks/safer recruitment**

5.3.1 The Appointing Officer will complete a new appointment form and will forward to the HR Department who will carry out all the following pre-employment checks; these include safer recruitment checks. These are as follows:

- Disclosure and Barring Service (DBS) (all staff will be subject to an Enhanced Disclosure and Barring Service check)
- Proof of eligibility to work in the UK
- References
- Social Services
- Gaps in education and employment history
- Pre-employment health questionnaire
- Qualifications.

5.3.2 The HR Department will highlight any causes for concern from the pre-employment checks to the Appointing Officer. The HR Department will work with the Appointing Officer to ensure the necessary procedures are adhered to in connection with causes for concern.

5.3.3 Once the HR Department have receipt of satisfactory pre-employment checks they will forward the appointment letter to the successful candidate.

6. **APPOINTMENTS**

6.1 If it is found after appointment that a candidate did not declare any convictions or cautions at the time of appointment legal advice should be sought at this point by HR. Any false or withheld information may lead to employment being terminated.

7. **POST APPOINTMENTS**

7.1 Children North East reserves the right to ask existing members of staff, volunteers and student placements in relevant positions to apply for a new DBS check if their actions or activities give 'cause for concern'. The grounds for 'cause for concern' could include allegations of suspicious or inappropriate behaviour. In such instances, a full investigation of any such allegations will be conducted in accordance with the Children North East Disciplinary Policy.

7.2 All members of staff, volunteers and student placements will be expected to comply with the organisations three yearly DBS check. Anyone who refuses to complete a request for an Enhanced DBS check will be advised that this 'will' lead to their employment being terminated.

7.3 If a three yearly DBS check highlights cause for concern or cause for concern arises in another way HR will liaise with the safeguarding lead and pass them Appendix 1: Cause for Concern Risk Assessment Proforma to complete.

7.4 Only after a full investigation of the situation should other alternative employment options or dismissal be considered following advice from the HR Department. If the Lead for Safeguarding decides to consider termination of employment, Children North East's Disciplinary Procedure must be followed.

8. CONTRACTORS IN CONNECTION WITH REGULATED ACTIVITY

- 8.1 The organisation providing the contractor is legally the employer of any contractors and the responsibility to obtain an Enhanced DBS check is theirs. This check can then be used within any organisation that contractors are provided to. Relevant documentation will need to be provided.

9. STATUS OF THIS POLICY

- 9.1 This policy does not give contractual rights to individual members of staff. Children North East reserve the right to amend this policy at any time and the organisation will publicise any changes to policies or procedures through the management systems.

CAUSE FOR CONCERN RISK ASSESSMENT PROFORMA

Please complete this form fully and discuss with the Lead for Safeguarding.

This will form the basis of a decision to either appoint or not appoint the person or terminate a person's employment.

Name of Manager:

Name of Applicant/Staff Member/sessional worker/Volunteer:

Position Applied for/Position currently held:

Date

Questions	Comments
<p>Does the applicant/staff member/sessional worker/volunteer agree that the information detailed on the DBS certificate is correct? In the event of a challenge the matter needs to be referred to the disputes team at the DBS.</p>	
<p>The country in which the offence was committed e.g. some activities are offences in Scotland and not in England and/or Wales and vice versa. Whether the offence has since been decriminalised by Parliament.</p>	
<p>What was the nature of the crime?</p> <p>When did the relevant offence(s) occur? e.g. less/more than two years ago,</p> <p>What were the circumstances involved and what was the sentence?</p>	
<p>Do the matters disclosed form any pattern?</p>	

Questions	Comments
Was the offence a one-off, or part of a history of offending e.g. is the offence likely to re-occur?	
What is the seriousness of the offence(s) and relevance to the safety of other employees, customers, service users and property?	
Are there any assessments and reports from those agencies involved in the applicant's process of rehabilitation e.g. probation service, specialists working in prison, other agencies?	
Are the type and/or nature of the offence(s) directly relevant to the post?	
What is the nature of the contact the applicant/staff member/volunteer will have with children/adults/the public and how vulnerable are they? If working with adults, will the applicant have access to finances to or to items of value?	
<p>Was the relevant offence committed at work (either paid or unpaid work)?</p> <p>Does the job present any similar opportunities to re-offend in the place of work?</p>	
Did the applicant/staff member/sessional worker/volunteer declare the matters on the DBS disclosure application form and/or the Children North East's application form?	
Are there any mitigating circumstances e.g. any relevant information offered by the applicant/staff member/volunteer about the circumstances that led to the offence being committed e.g. the influence of domestic or financial difficulties?	
Has the applicant's/staff member's/sessional worker/volunteer's circumstances changed since the offence was committed, making re-offending less likely (e.g. improved personal circumstances, drug addiction therapy etc). Can the applicant/staff member/volunteer demonstrate any efforts not to re-offend i.e. rehabilitation course?	

Questions	Comments
Would the applicant/staff member/sessional worker/volunteer do anything differently now – has their motivation changed? Does the individual regret that matter (degree of remorse) and what is their attitude towards the matters now?	
What level of and how much supervision is available to the applicant?	
Can any safeguards be implemented to reduce/remove any risk e.g. no unsupervised contact?	
Any questions/additional comments from the applicant?	

Declaration by applicant/staff member/sessional worker/volunteer/ and any additional comments in support of their employment

I understand that any offer of employment or continuous offer of employment will be subject to the information I have supplied and that this is complete and correct. False information, or a failure to supply the details required could make an offer of employment invalid or lead to termination of employment. I understand that this proforma will be held securely by the organisation from the date of the assessment for 25 years if appointed and for 6 months if not appointed.

It will only be accessed if a) Regulatory/enforcement organisations ask for clarification of this recruitment decision, or b) any allegations are made against me during the course of my employment with the Children North East, where an investigation would require access to this data. It will then be destroyed in line with Children North East's GDPR policy on the secure storage, handling, use, retention and disposal of disclosures and disclosure information.

I consent to the above:

Signature Date

Name

Outcome and reason for decision of cause for concern

Termination of employment.
The introduction of safeguards.

Lead for Safeguarding Name:
Lead for Safeguarding Signature:

Date:

Guidance for Preparing Job Descriptions & Person Specifications

Person Specifications

- Firstly determine whether a specific qualification is the only way that a candidate could demonstrate they are able to do the job. Certain qualifications will be required in some cases as it may be a legal requirement for the candidate to have certain qualifications in order to practice. In other cases it may be impossible for them to carry out certain tasks without having been trained to do them.
- To ensure equality of opportunity, all criteria on the person specification should be derived from the requirements set by the job description.
- Set the criteria for the person's skills, abilities, knowledge and experience.
- When setting person qualities, be objective and ask whether these characteristics are directly relevant to the job. If not, they could possibly be discriminatory.
- Also, remember to split the Person Specification into 'Essential' and 'Desirable' criteria. 'Essential' criteria are those attributes or qualifications which the candidate must have in order to undertake the role. Anyone who does not meet the Essential criteria can be ruled out. 'Desirable' criteria is not essential to the role, but a candidate who also meets the Desirable criteria could possibly be more experienced.
- It is also helpful at this stage, to consider what types of evidence you will require when assessing how candidates meet the criteria. Remember all criteria must be measurable.

Job Descriptions

- When writing a new job description, please ensure gender-neutral language is used.
- State what the task is, rather than how you expect the post-holder to carry out the task.
- Job descriptions should summarise key tasks and responsibilities and not be an exhaustive list of every single task the post-holder may be required to undertake.
- Avoid too much detail as this can be too restrictive and inflexible also avoid being too vague as this can be unclear and can be misleading to candidates.
- Avoid naming specific computer systems unless this is essential to the post as they can frequently change and subsequently, the job description can become out of date and restrictive.
- Do not use any jargon or abbreviations which external candidates may not understand.
- Sample job descriptions of similar posts are available from the HR Department although they will need updating to ensure consistency with Children North East's standard job description template. Sample job descriptions are given to provide illustrations of job descriptions and therefore should be carefully reviewed to determine if they meet the requirements of your role and are fit for purpose.

Guidance for Short listing

Section 1

- The criteria used for short listing is derived from the person specification.
- Never introduce new criteria which has not been listed in the person specification at this stage.
- Shortlist in stages. Do an initial shortlist based on easy to identify essential criteria. For example Essential qualifications.
- You will be required to score each candidate on the standard short listing grid against their application form.
- Assess each candidate in turn against the essential criteria, and then any desirable criteria; give a score for each criterion which should be totalled at the end.
- Avoid making assumptions about a candidate's skills, experience or qualifications. Frequently candidates make assertions on their Application Forms (such as "I am an excellent team player") but provide no supportive evidence. If candidates have not provided any demonstrable evidence, ensure they are scored accordingly.
- Usually, all candidates who meet the essential criteria should be shortlisted; however if there are too many to be interviewed you should shortlist the candidates who score the highest when assessed against the selection criteria.
- If there are still too many interview candidates in your shortlisting, you can begin to filter them through the 'Desirable' non-essential qualities for the role. These can include things like sector exposure (have they worked in a similar environment before), recent highly relevant training, experience with the organisations main systems, directly applicable technical knowledge, etc.
- Ensure the scoring for all candidates is consistent.
- Do not shortlist someone who scores lower than other non-shortlisted candidates and does not meet the essential criteria.
- Avoid making assumptions from applications, the following could all relate to disabilities:
 - Poor handwriting or spelling mistakes could be a result of dyslexia
 - Periods of inactivity between work/study or if they have not been employed for a long period of time
 - Do not assume that someone with a visual or hearing impairment can't use computers or communication equipment.

Special adaptive equipment and other reasonable adjustments will frequently enable disabled candidates to fully carry out the requirements of the role.

- Be flexible but refer to your criteria. It is impossible to expect a candidate to satisfy ALL requirements whilst having perfect education, professional qualifications and experience. Recognise you may have to deviate slightly, but to eliminate bias, try to make the decision based upon the person who most closely matches the criteria you have specified for the role.
- By following these points you will be able to shortlist applicants for your vacancies in a highly effective way, making sure to eliminate personal bias and keep the process as fair as possible.

Guidance for Short Listing Members of Staff at Risk of Redundancy

Section 2

- Children North East aim to mitigate compulsory staff redundancies.
- Members of staff who are currently at risk of redundancy are **NOT** required to meet the full short-listing criteria and are guaranteed an interview.
- If any of the essential criteria is missing from the member of staff's application form; the Appointing Officer will need to make the decision in regard to how long it would take the member of staff to train to enable them to successfully undertake the role. Consideration should be taken into account for (reasonable timescales). Longer periods do not need to be considered if this is going to have an impact on the service which Children North East provides.
- The appointing officer does **NOT** need to treat all the other applicants who are not at risk in the same way as staff at risk of redundancy.
- If you have any further questions please do not hesitate to contact the HR Department.

Guidance for Appointing Officer

The Appointing Officer is responsible for the following with regard to the Interview Selection Panel:

- Ensure the interviews are conducted professionally, fairly and in line with Children North East's Recruitment and Selection Procedure.
- Ensure interview questions relate to the selection criteria listed on the person specification.
- Ensure the questions are agreed and allocated with all panel members prior to the start of the interviews.
- Welcome candidates, introducing the panel members and explain the process for the interview including how notes will be taken.
- Deal with any unacceptable or discriminatory behaviour by any participants in the interview process.
- Play a key role in the decision making process. Ensure each panel member has an opportunity to give feedback on candidates in relation to the selection criteria. Ensure a consensus is reached on the selection decisions and that decisions are based upon the selection criteria and not any other factors which are not relevant to the role.
- Ensure the Interview Record Form is completed for each candidate; including all answers and scores ensuring sufficient detail is recorded to enable feedback to be given and to help justify a selection decision if challenged.
- Contact the successful candidate. In such cases the verbal offer will normally be made by the Appointing Officer, although they have the discretion to delegate this responsibility if felt appropriate, this would normally be someone from the Recruitment Selection Panel.
- They should inform the successful candidate they are the preferred candidate following interview and all offers of employment are subject to receipt of satisfactory pre-employment checks prior to commencement of employment.
- Complete the New Appointment Form and forward to the HR Department who will undertake the necessary pre-employment checks including, Safer Recruitment checks, Disclosure and Barring Service (DBS), Proof of Eligibility to Work in the UK, References, Social Services, gaps in Education and Employment history, pre-employment Health Questionnaire and qualifications.

Guidance on Composing Feedback

- Relate the feedback directly to the selection criteria focusing on areas where the candidate did not meet the criteria, for example;
- *Your application form did not provide sufficient evidence to show how you meet the following criteria from the person specification, (which asked for experience of creating and maintaining databases)*
- Give constructive advice on how the candidate could improve their application, for instance, by highlighting areas they may wish to gain more experience to meet the selection criteria. With internal candidates, you may want to identify any professional development activities which could help improve the employee's skills.
- If a candidate has provided statements without any supporting evidence to verify these, you may want to highlight this to the candidate: *"On your application form, you stated you were an excellent team player but could not provide any evidence or examples to verify this and demonstrate you met the criteria (experience of working in a team)"*.
- If possible, give positive feedback on areas where the candidate's application met the criteria or where candidate's performed well at interview or in a test.
- If a large number of candidates applied and many meet the essential criteria at the shortlisting stage, you may want to highlight the level of competition to the candidate.
- Try to end the feedback on a positive note. Thank the candidate for their application and the interest they have shown in working for Children North East. You may also want to wish them success in their future job search.