



UKCF Recruitment and Selection Policy

1. Policy Purpose

- 1.1. The purpose of this policy is to ensure that the company employs and promotes the most appropriate employees in a fair and consistent manner free from discrimination.
- 1.2. The policy gives a standard for UKCF's recruitment and selection procedure and provides guidance to the Hiring Manager. It outlines how UKCF will identify a recruitment need and how UKCF will recruit and select the best candidate for the role. This will ensure that UKCF have a transparent and lawful recruitment process, that job descriptions meet the need of the organisation, and that candidates are assessed against consistent selection criteria.
- 1.3. This policy should be used in conjunction with [UKCF's Equal Opportunities Policy](#).

2. Underlying Principles

- 2.1. UKCF is committed to ensuring that there is no discrimination on the grounds of age, disability, gender reassignment, marriage/civil partnership, pregnancy, maternity, race, religion or belief, sex or sexual orientation at any stage of the recruitment process or in the terms and conditions offered to new employees or promoted employees.
- 2.2. UKCF is committed to using an anonymised application process, currently through the [beapplied](#) platform.
- 2.3. UKCF will monitor the composition of its workforce, in order to identify areas that may need positive action measures to promote equal opportunity and diversity.
- 2.4. This policy does not form part of any employee's contract of employment and it may be amended at any time. UKCF may also vary this procedure as appropriate in any case.
- 2.5. UKCF is committed to learning and development to give its people the best opportunities to train and grow. This may be through funding a professional qualification as part of a role or agreeing a bespoke development programme as part of the appraisal process. As part of this commitment UKCF will always try to promote within when appropriate.
- 2.6. Every applicant should have a positive experience of UKCF's recruitment process regardless of whether they are successful or not.

3. Identifying a Recruitment Need

- 3.1. In every case, due consideration will be given by the Hiring Manager (usually the line manager of the role being recruited) as to whether a role is required and in what capacity. The CEO will sign off on all recruitment.

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- 3.2.** For a role that is already approved (e.g. replacing a leaver), consideration should be given as to whether the role is required in its current form (e.g. Can it be a part time role? Is there capacity amongst other members of the team to cover the work? Has the scope of the role or the skills required for the role changed?). Following this consideration, the job description will be updated on the UKCF standard template (template available from Operations Administrator). Once this is signed off by the CEO, the recruitment process can begin.
- 3.3.** For a request to recruit a new role, a business case is required. This will need to identify why the role is now needed, how it fits in with the rest of the organisation, the rationale behind the salary and how it will be funded. This, along with a job description, will need to be signed off by the Director of Finance and Operations (DFO), the CEO and the Treasurer (HR matters being delegated from the Board to the Finance, Audit and Operations Committee).

4. Advertising a Vacancy

- 4.1.** Every vacancy should be made available to all internal staff to apply for (including staff at UKCF's members). Consideration should be given as to whether a secondment from a member Community Foundation is an option. If there is a suitable internal candidate then it can be approved by the CEO not to post the role externally.
- 4.2.** No employee will be overlooked in relation to a promotion or an experience-broadening opportunity because of their reluctance to apply or accept on a previous occasion. The process surrounding promotion will be free from discrimination.
- 4.3.** UKCF's standard website for advertising vacancies is [charityjobs](https://charityjobs.org). Bulk ad space is purchased by the DFO who will support the Hiring Manager with the advertising process. The UKCF advert template will be used (template available from Operations Administrator).
- 4.4.** UKCF will also ensure that roles are promoted within their internal and external networks to ensure candidates from the widest possible pool are given the opportunity to apply.
- 4.5.** Branded ads are used for roles below manager level and enhanced ads are used for manager level roles and above (due to there being a smaller potential pool of candidates for higher level roles).
- 4.6.** If other recruitment sites are preferred for a particular role then the Hiring Manager must get approval from the DFO. Agency recruitment will only be considered once the standard process has been followed and no suitable candidates have been found.
- 4.7.** Advertisements will make clear, in both wording and illustration, that the positions are open to all suitably qualified candidates, regardless of age, disability, gender reassignment, marriage/civil partnership, pregnancy, maternity, race, religion or belief, sex or sexual orientation. Details of positions will be fully circulated so as to ensure access to all applicants. This includes forwarding internal advertisements to employees on long-term leave.
- 4.8.** Each job advert must include details on the application procedure and a job description.

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4.9. The recruitment process through the beapplied platform will be explained and noted that CVs are not required at this stage.

5. Screening Stage

5.1. Screening will be carried out by matching details of applicants to the requirements of the job. The screening criteria will be applied consistently to all applicants.

5.2. As part of UKCFs equal opportunities monitoring, UKCF may ask the candidate to answer questions about themselves, including race, physical or mental health, and sexual orientation. This is for monitoring purposes only and to help UKCF to identify any inequalities in their organisation. It is personal information, so UKCF handle it very carefully and store it separately from application forms. It is not taken into consideration when UKCF are deciding whether to take an application forward in the recruitment process. That includes when UKCF are deciding whether to offer a candidate the job, and the terms of any offer.

5.3. The candidate does not have to give UKCF all or any of the information collected for equal opportunities monitoring. Whether an applicant does or does not complete a monitoring form has no bearing whatsoever on UKCFs recruitment decisions.

5.4. Ideally there should be three members of staff scoring the applicants through the beapplied platform, the Hiring Manager plus 2 others. For the recruitment of Director level roles, at least one person scoring should be a trustee.

5.5. Candidates must be notified as soon as possible of the closing date for submission of applications whether they are being invited for interview or they have been rejected. This is done through beapplied.

5.6. If a candidate needs information such as an application form, job specification or person specification in an accessible format (large print, for example), they can request this. As long as their request is reasonable, we will endeavour to meet it.

5.7. CVs can be requested from the candidates once they are selected for interview. This should only be for manager roles or above where a level of experience and/or qualifications is required. When using CVs, UKCF will be aware that they are not predictive on how well the person can do the job (people can be trained on how to write a good CV). If using CVs, they will be considered a separate piece of information to the interview and not be referred to during the interview.

5.8. If a candidate asks for more information at this stage and it is provided, it must also be provided to all the other candidates. Each candidate must receive the same information about the role.

5.9. UKCF will not ask the candidate to disclose details of criminal convictions unless that would be justified based on the role they are applying for. If UKCF do ask for this disclosure, UKCF will be clear about what the candidate needs to tell us.

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- 5.10.** The information provided by the applicant will be treated confidentially and with due care; the applicant's privacy will be respected at all times. Personal data collected for applicants is held for as long as necessary to fulfil the purpose for which it was collected, or for a maximum of 9 months. UKCF's privacy policy is published on the UKCF website [here](#) and includes relevant section '4.3.1 Applicants'. Some information will be provided through the beapplied platform whose privacy policy can be found [here](#). UKCF complies with beapplied's private policy.
- 5.11.** During the recruitment process UKCF will need to collect, handle and store various data about the candidate. This is likely to come from different sources including:
- 5.11.1.** The application form and covering letter;
 - 5.11.2.** The candidates CV;
 - 5.11.3.** The candidates assessments;
 - 5.11.4.** Notes of the candidates interview;
 - 5.11.5.** Employer references;
 - 5.11.6.** Results of pre-employment checks.
- 5.12.** UKCF will only collect data that is relevant to the recruitment decisions UKCF need to make. UKCF will only take up references with the candidates consent, and if that consent is not provided the offer will be withdrawn.
- 5.13.** Relevant data will be held confidentially, stored securely and retained for only as long as necessary, in line with the UKCFs [Data Protection Policy](#).
- 5.14.** Only information that has a bearing on the employment relationship will be transferred to the candidates personnel file.
- 5.15.** UKCFs processes are fair and must be seen to be fair. If a member of staff involved in the recruitment process has a conflict of interest, they should immediately tell Director of Finance & Operations. A conflict of interest could include a relationship or friendship with a job applicant.

6. Interview Process

- 6.1.** Interviews are conducted by at least two members of staff (the Hiring Manager and at least one other), preferably comprising individuals of both genders, and it must be the same people for each interview. For the recruitment of Director level roles, at least one interviewer will be a trustee.
- 6.2.** Questions are agreed in advance and the same questions are asked to each candidate, in the same order. Questions will relate to the requirements of the job as established in the job description and/or the person specification. Interviewers write own notes and give their own score against the pre-defined criteria.
- 6.3.** Interviews are for gathering new information from the candidate and for them to ask questions about the role and the organisation. Interviews are for gathering information

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NOT for making a decision. A decision should be made afterwards with all the relevant information to hand.

- 6.4. UKCF recognise that the interview is also for the candidate to assess the suitability of the organisation for them and will respond openly and honestly to their questions.
- 6.5. UKCF will ensure that the questions they are asking in the interview are commensurate with the role e.g. if interviewing candidates for their first roles, UKCF will not ask them to draw on their experience.
- 6.6. As far as possible, in addition to interviews, UKCF will use performance tests that measure candidates against the skills required for the role (not ones that are easy to teach).
- 6.7. To ensure consistency in marking candidates answers to questions, UKCF will always include a final 'Other Question' where tangent discussions during structured questions can be noted if they are important and relevant to the role. This way the structured questions are compared fairly between each candidate.
- 6.8. Candidates will be told at interview when they can expect to hear back, and UKCF will ensure they meet that date.

7. Selection Process

- 7.1. Interviewers enter their scoring into beapplied and this, along with scores for any performance tests; score for the application; and information on the CV, will make up the factors for deciding which applicant to appoint.
- 7.2. All unsuccessful candidates that come to interview will notified and receive written feedback within the agreed timeframe.
- 7.3. All appointments are approved by the CEO before any offer of employment is made.
- 7.4. All offers of employment will be made in writing using a standard offer letter (template available from Operations Administrator). detailing the terms and conditions of employment and ensuring that the potential staff member complies with the Immigration Asylum and Nationality Act 2006 (the 2006 Act) and sections 24 and 24B of the Immigration Act 1971.
- 7.5. UKCF will only employ workers who are legally entitled to work in the United Kingdom, and all foreign nationals will have to obtain appropriate documentation as required by UK Visas and Immigration.
- 7.6. UKCF will not ask a candidate about their health before making a job offer unless that is necessary and UKCF:
 - 7.6.1. need to know about any reasonable adjustments that should be made to the recruitment process (that information is kept separate from the application form);

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- 7.6.2. need to establish if the candidate would be able to carry out an intrinsic part of the job;
- 7.6.3. need to check if the candidate have a particular disability where that disability is an occupational requirement of the job;
- 7.6.4. are monitoring diversity;
- 7.6.5. want to take positive action in respect of disabled people; or
- 7.6.6. have to ask health or disability-related questions because of a legal requirement.

7.7. All external candidates will be required to provide two satisfactory references prior to appointment (usually from the past two employers). References will be checked in accordance with the standard reference checking form. Referees must not be contacted without the permission of the candidate to whom they relate. Should a candidate not be in a position to provide two references, the issue will be dealt with by the Company on a case-by-case basis.

7.8. Upon written acceptance of a job offer and the necessary right to work and reference checks being completed, a Contract of Employment will be issued.

7.9. The appointment must also be confirmed in the beapplied platform.

8. Commitment to Learn and Improve

8.1. If an applicant submits a complaint to the organisation, UKCF will fully investigate, take appropriate action and respond to the complaint in writing.

8.2. UKCF will track how successful their recruitment and selection activities are. This will take the form of ensuring UKCF respond to feedback from candidates; reviewing UKCFs year-end report from beapplied to inform them of any underlying bias in their process; and measuring employee retention rates (1. through probation and 2. generally).

9. Enforcement of policy

9.1. If an employee of UKCFs believes that they have been discriminated against in breach of this policy, the employee should speak with their line manager. The employee may want to take the formal step of raising a grievance, in which case they should follow the [UKCF Grievance Procedure](#).

9.2. If an employee makes a complaint under this policy in bad faith (where, for example, the employee knows the allegation they are making is not true), UKCF may regard that as a disciplinary issue. In serious situations, that could lead to dismissal without notice or payment in lieu of notice.

9.3. If the employee is found to have breached this policy by unlawfully discriminating against someone during the recruitment process, UKCF may consider that to be misconduct. UKCF might deal with it by providing (additional) training, issuing a warning or, in serious cases, considering dismissal.

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