



association

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Western Care Procedure on Inclusive Recruitment

One of the most important decisions made in the provision of a service is who should be given the job to work there.

To the greatest extent possible, Western Care Association strives to provide family members and/or individuals who avail of services with the opportunity to participate in and contribute to the recruitment process. Best practice encourages families and service users to participate in the recruitment of staff for their service, however, they must decide themselves the level to which they can participate.

Involvement of families / service users leads to a greater understanding from candidates of who they will be working for and what will be expected from them. It also demonstrates from a very early stage that the relationship will be between the staff member and the person receiving services together with the employer / employee relationships. This differs from the traditional concept that the work relationship exists firstly between the staff and the organisation and secondly with the people they support. While the organisation is technically the employer, the involvement of the family / service user demonstrates where the primary relationship needs to be.

The Organisation works to ensure that appointments are made on merit and as the result of fair and transparent appointment processes based on equality and non discriminatory practices.

Effective recruitment resulting in the appointment of the best candidate also results in additional benefits:

- Both the employee and the individual who is receiving the service are more likely to develop a more equal and positive relationship.
- There is less likely to be turnover of staff, resulting in greater continuity and security in relationships between the parties.

Decisions made around recruitment are likely to be the single most important determinant of so much that follows; the right person recruited to the right position creates a positive and powerful foundation for the future. The right recruitment decision impacts positively on the quality of the interactions and relationships with people supported and with team members and others. It contributes to an atmosphere of positivity in the way the job is done. While this is clearly the case the opposite is also true. Poor recruitment decisions generally have an ongoing and significant negative impact, both for the service and the organisation. Therefore it is essential that we have a recruitment process that is likely to result in the right candidate being appointed.

The Recruitment Process

Identifying Vacancies

Vacancies arise for a variety of reasons, these include, the introduction of a new service, the filling of a post resulting from resignation, retirement etc, replacement for a staff member on prolonged leave etc.

To commence the recruitment process the relevant manager must complete a Recruitment Notification Form. This is a mandatory form. *The recruitment notification form describes the method by which the family and / or the service user are involved in the process.* The specific information relating to the role is also included. The form is then signed off by a member of the Senior Operational Management Team and/or the Executive Management Team as relevant. It is then sent to the HR department who will generate an advertisement.

Reaching potential applicants

To ensure that all potentially eligible candidate's are made aware of the process, vacancies are communicated via email to all the services in the organisation, the service managers are required to display these advertisements in all of the services throughout the organisation and to ensure any staff that are out on leave are made aware of the vacancy, additionally the advertisement is published on the organisations intranet site. When appropriate, the advertisement is published on the association's internet site and in the local and national newspapers.

All advertisements have a closing date by which all applicants must submit their CV and/or completed application form as set out in the advertisement.

Selection Process

Shortlisting

It is usual that a number of candidates apply for jobs that are advertised. As a result of this it is necessary to review all the applications and decide who should be interviewed.

To complete the shortlisting, a Job/Person specification form is completed. This form lists essential and desirable criteria, essential criteria could include the qualifications and/or experience necessary for the job and desirable criteria could include the individuals social and community involvement.

For each competition, shortlisting is completed by the relevant manager along with another member of the interview panel, and / or HR. There is an active process of seeking involvement from family members.

HR track the inclusion of people using services and/or families in the recruitment process and review the learning from various methods of inclusion to further strengthen Inclusive Recruitment practice.

Candidates that are shortlisted are contacted for interview. Candidates who do not meet the selection criteria and are not shortlisted are informed that they have not been successful.

Interview Process

It is a well documented fact that interviews alone are subjective, many participants perform very well at interview, however, their ability to perform on the job does not always match responses from their interviews. In an effort to reduce sole reliance on interview's, wherever it is practical and time allows, we ask candidates to participate in a more engaging process. This extra step in the recruitment process helps elicit evidence of the candidates' values and attributes.

There are a variety of options that Interview Boards can use during the interview process, options include:

Interview (Western Care staff, along with family member or Service User)

- Interview – Western Care staff (in this instance it would be usual that family members have contributed questions for the interview).
- Screening interview carried out by Western Care staff, thereafter shortlisted candidates from screening interview meet with family members or service users.
- Interviews with Western Care staff and relevant external individuals.
- Pre-interview, candidates could be asked to visit the service and prepare a presentation on a selected topic resulting from this visit.
- Shortlisted candidates are given a background on a service user or service and are asked to present a plan covering specific topics.

Where presentations form part of the process, the information / plan / ideas presented by the successful candidate can be used as part of the probation for that individual.

In some individualised services, successful candidates are invited to visit the service on one or more occasions before accepting the offer of employment. This step in the process allows the prospective staff member and service user to meet and decide if they will work together.

Support / Guidance for Interview Panel

Those involved in the interview panel should understand their role and have the necessary skills to discharge their responsibilities.

HR provides support and guidance to members of the Interview Panel.

Interview Questions

The interview panel identify questions related to specific aspects of the role being interviewed for.

There are generally a number of categories considered for each interview.

On the day of the interview different members of the panel take responsibility for the identified categories.

The structured interview does not prevent the interview panel from asking other relevant questions during the course of the interview or from following through on other topics that may arise during the interview.

Assessment and Scoring of the Interview

The scoring of candidates relates to how they perform at the various stages throughout the selection process. The Interview Assessment Form is linked to the categories of questions asked during the interview. Using such a structure assists the panel in being able to directly link the candidates experience to a score.

If the candidate can demonstrate a high level of knowledge and experience and can share lots of relevant examples, then they will achieve high scores. If however candidates display a lack of knowledge and are unable to demonstrate experience and have little or no examples to share, it is unlikely they will score well in the interview.

At the final stage, candidates who meet the required standard for the job are placed in order of merit and considered for appointment in that order. The successful candidate receives a provisional offer, (this offer is dependent on successful reference checks - Garda Vetting and medical reviews). Should the candidate not accept the post, the candidate listed next on the board report will be offered the post. If there are no individuals listed on the board report, no appointment is made for the post and the post will then be re- advertised.

Feedback

For candidates who are not successful at interview it is important that they are aware of the areas they need to work on. The senior person on the interview panel provides feedback to candidates that request it. There may be instances whereby the senior interviewer will contact a candidate and offer them feedback and direction.

Retention of records

The information relating to all recruitment competitions are stored as per the Retention and Destruction procedure for Services and Service User Records.