



**Triple C**  
(Liverpool)

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## RECRUITMENT AND SELECTION POLICY

<b>Policy Adopted</b>	August 2009
<b>Last Reviewed</b>	February 2026
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Date Reviewed	Reviewed by	Approved by	Date Accepted by Trustees
February 2023	Chair of Trustees	Policy Review Group	21 March 2023
March 2026	P McDonnell	K Lawler	23 March 2026

# Recruitment and Selection Policy

## I. Aims and Objectives

- i. This policy reflects the importance placed upon the contribution of Triple C (Liverpool) employees, hereafter referred to as Triple C, in achieving the organisation's goals. The overall objective of the policy is that the human resource needs of the organisation are met by the provision of people with the skills, experience, motivation and personal qualities most likely to yield good performance and for those appointed to benefit from job satisfaction and career development.
- ii. Triple C advocates commitment to the implementation and development of equal opportunities. The following policy reflects good practice in this respect.
- iii. The specific aims of the policy are that recruitment and selection within Triple C shall:
  - Be effective in producing enough suitable candidates, and use a fair and objective selection process in order to make appointments based solely on merit
  - Use the most cost-effective advertising and recruitment sources and methods
  - Maintain the good name of the organisation with existing employees, potential recruits, and the wider community, by dealing fairly and courteously with all applicants
  - Eliminate discrimination and actively promote equality of opportunity

## 2. Implementation

- i. This policy will be implemented in accordance with Triple C procedures for recruitment and selection, outlined below.
- ii. Whilst responsibility for the operation of this recruitment and selection policy rests with all those involved in an appointment, the Trustees are ultimately responsible for its implementation and review.
- iii. Implementation of the policy will be reviewed and evaluated in consultation with Policy Review Group, and changes made, as appropriate, to reflect best practice and legal requirements.

## 3. Training

All employees and trustees participating in the selection process will be expected to have the skills required for this process. However, further training will be provided as needed.

## 4. Vacancies

- i. It will be the responsibility of the Trustees to initiate authorisation for a replacement or new post once they are satisfied that a clear need exists, and that the post can be funded from existing and anticipated budget provision.
- ii. Chair or Vice Chair of Trustees are responsible for ensuring that accurate job descriptions and person specifications are made available before the recruitment process commences.
- iii. Job descriptions and person specifications must be drawn up in line with good equal opportunities practice.
- iv. The recruitment process will begin once the correct approval and full information concerning the job description and the person specification are received.

## 5. Advertising

- i. Permanent or temporary vacancies (for over one year) whether full or part-time will normally be advertised internally and externally at the same time. There will however, be exceptions to this policy where safeguards for security of employment are concerned. These may include, for example, policies applying to the filling of new or changed posts following any reorganisation or potential redundancy.
- ii. Opportunities for secondment, temporary or permanent promotion may be advertised internally or offered to an individual without being advertised where this would fulfil a previously identified training and development need.
- iii. Every effort should be made to ensure that all employees have equality of opportunity in being considered for the various types of employee development opportunities.
- iv. Other instances in which vacancies may be filled other than through open advertisement are:
  - Where employees are temporarily being held in lower-graded posts than their substantive grades.
  - Such employees may be redeployed to an appropriate vacancy at their grade at the earliest opportunity.
  - Where employees are being redeployed for ill-health reasons.

Where circumstances occur of the type outlined above, Triple C will:

- Advise employees of their right to consult their trade unions
  - Base all redeployment or retraining decisions on job related factors, and on non-discriminatory assessments of an individual employee's work circumstances
- v. Application for vacancies to be advertised on a purely internal basis must be agreed at a Trustees meeting.
  - vi. The aim of recruitment advertising will be to attract a suitable number and standard of applicants from which to carry out selection. The content will be based on, and relate to, the job description and person specification.
  - vii. Triple C considers recruitment advertising to be a vital means of achieving greater equality of opportunity.
  - viii. Triple C is an Equal Opportunity Employer. We are committed to fostering an inclusive environment that welcomes, supports, and celebrates difference. All employment decisions are based on qualifications, merit, and business needs, without regard to factors including, but not limited to, race, colour, religion, sex, sexual orientation, gender identity, age or disability status.
  - ix. All reasonable effort shall be made to accommodate disabled staff.
  - x. The media used for advertising should ensure that where possible the full range of potential candidates is reached.
  - xi. The success of advertising media will be routinely evaluated.

## **6. The Selection Process**

### **i. Short-listing**

- The process of short-listing will be based on set criteria, based upon the job description and person specification.
- To ensure objectivity, the panel that is to conduct the selection process should ideally carry out short-listing. As a minimum, it shall include the relevant Trustee who appoints two further appropriate people.
- When composing an interview panel, Triple C will consider the diversity of the panel, particularly- but not limited to- gender diversity
- All documentation relating to short-listing, including application forms and reasons for non- selection will be kept for a minimum of twelve months. The period, during which there is a right of complaint to an Employment Tribunal about race, sex or disability discrimination, is six months.

### **ii. Selection Methods**

- The selection process may involve a variety of methods designed to improve the base of knowledge on which the selection decision is made. These may range from panel interviews, practical exercises or presentations. All appointments will include a formal interview.
- Selection methods should be carefully selected to ensure their suitability to assess the qualities as stated in the person specification.
- In order to ensure equality of opportunity for all short-listed candidates, it is essential that consistent selection processes be applied throughout each particular selection exercise. Identical selection processes should always be applied to both internal and external candidates.

### **iii. Interviewing**

- Triple C recognises that the interview is a fundamental component of the recruitment and selection process. Therefore, it needs to be conducted skilfully to secure the best applicant and to reassure applicants, including those who are unsuccessful, that selection is being carried out in a fair, unbiased and effective manner.
- All those involved in the interview process will be required to have appropriate interviewing skills, including the use of non-discriminatory questioning.
- The interview panel will be constituted in accordance with the requirements for panels to be representative (see 6. i, third bullet point.)
- Applicants should normally be given at least seven days' notice to attend the interview. They should also be given clear instructions prior to attendance at interview and told how and when they will be notified of the result.
- Reasonable adjustments will be made to provide special facilities or equipment at interviews for disabled candidates. This may include a separate assessment interview to discuss the needs of the candidate. Reasonable notice of such requirements must be provided and candidates should be informed as such.

- Interviewers should take the opportunity to assess candidates' awareness of Equal Opportunities during the interview stage.
- Decisions will be based solely on the criteria previously defined in the job description and person specification.
- All documentation relating to the selection interview including application forms and reasons for non-selection will be kept for a minimum of twelve months. The period, during which there is a right of complaint to an Employment Tribunal about race, sex and disability discrimination, is six months.

## **7. Interview Expenses**

- i. Triple C will reimburse reasonable travelling expenses incurred by those applicants invited to attend for interview.
- ii. Due to limited resources being available for this purpose, and in order to be fair to applicants, the relevant conditions will be made known to applicants at the time of invitation to interview.
- iii. Applicants' acceptance of invitation to interview will therefore demonstrate understanding of these conditions.

## **8. References**

- i. No formal offers of employment may be made prior to receipt of satisfactory references. If references have not been received prior to interview, offers of employment must be delayed until the references have been received. References will not be taken up without the permission of the applicant.
- ii. At the discretion of a nominated Trustee (each recruitment/selection process will have one) conditional offers of employment subject to references may be made. However, no one may be appointed to work with Triple C in a permanent or fixed-term post without satisfactory references being received (and where appropriate, DBS clearance completed).

## **9. Corroborative Documentation**

Any offer or invitation made by Triple C shall remain provisional subject to the receipt of original documentation confirming a legal entitlement to work in the U.K. Proof of academic and professional qualifications will also be required. Photocopies will not be accepted.

Some posts will also be subject to a satisfactory outcome of a DBS check.

## **10. Monitoring**

In order to assess the effectiveness of the Triple C Equal Opportunities and Recruitment Policies, selection decisions at various stages of the process will be periodically monitored.

## **I 1. Internal Candidates**

- i. Internal Candidates will be given every opportunity to learn of vacancies within Triple C and encouragement to apply. They will be required to apply in the same manner as external candidates.
- ii. Candidates invited for interview should keep their current Supervisor informed of matters concerning selection arrangements.
- iii. A successful candidate will normally transfer no later than one month from the acceptance of a written offer. In certain circumstances shorter/longer periods may be agreed.
- iv. Unsuccessful candidates should be given the opportunity to know the full reasons why they were not selected.

## **I 2. Temporary Staff**

- i. Temporary staff should not normally be employed to cover short-term staff shortages arising from sickness absence or annual leave.
- ii. Recruitment of temporary staff to cover long-term sickness absence, maternity, secondment, and to provide support to areas where necessary shall be made within current budget provision.
- iii. Trustees shall make authorisation of temporary appointments covering existing posts, or where there is a specific funding provision.
- iv. Where temporary supernumerary appointments are needed, the authorisation of the Trustees is required.
- v. Recruitment processes for temporary staff on contracts of less than one year, should where possible encourage the promotion of equality of opportunity. However, such vacancies will not necessarily be advertised and are exempt from the advertising obligations.
- vi. Appointment as a temporary member of staff does not imply an offer of subsequent employment on a permanent basis. Should a suitable permanent vacancy become available temporary staff will be required to follow the same procedure for appointment as all other internal or external candidates.

## **I 3. Notification of Outcome**

- i. Successful applicants may be informed verbally, with telephone references taken prior to receipt of written references. Unsuccessful candidates will be informed verbally if possible. Confirmation and, if possible, rejections of all offers will be in writing using standard format letters.
- ii. Unsuccessful candidates should be given the opportunity to know the full reasons why they were not selected if they so request.