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Recruitment Policy

Metanoia Institute

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Related policies
• Equality Diversity and Inclusion Policy • Grievance Policy
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Metanoia Institute Recruitment Policy

1. Policy Statement

At Metanoia Institute we recognise that our staff are fundamental to our success. We therefore need to be able to attract and retain staff of the highest caliber and adopt a strategic, professional approach to recruitment.

Metanoia Institute is committed to safeguarding and promoting the welfare of students, staff, volunteers and service users and expects all staff to share this commitment, by ensuring that our recruitment and selection processes help to deter, reject or identify people who might abuse vulnerable adults or are otherwise unsuited to work with them and are able to strengthen safeguards for students, staff, volunteers and service users.

2. Purpose

The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below, which also meets the requirements of the organisation's Equality, Diversity and Inclusion Policy, the Equality Act 2010, and all other relevant employment legislation.

3. Scope

This policy covers all activities that form part of the recruitment and selection process. It is applicable to recruitment of all employed staff. In order for the policy to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and follows it. It is the responsibility of all Senior Staff, Chief Executive Officer, in conjunction with HR, to ensure that this is the case.

4. PRINCIPLES

Metanoia Institute will ensure that no applicant for any role advertised either externally or internally will be discriminated against on the grounds of:

- Age
- Disability
- Gender reassignment
- marriage and civil partnership
- Pregnancy or maternity
- Race

- Religion or belief
- Sex or sexual orientation
- or is disadvantaged by conditions or requirements which cannot be shown to be relevant to performance.

The following set of principles are set in place to ensure the principle of fairness, openness, and equal opportunity in all its recruitment.

- will seek to recruit the best candidate for the job based on the knowledge, experience and skills needed for the job.
- will ensure that the recruitment and selection of staff is conducted in compliance with current employment legislation.
- will treat the candidates fairly, equitably and efficiently, with respect and courtesy.
- will aim to ensure that the candidate's experience is positive.
- will encourage the recruitment of staff in line with our Equality, Diversity, and Inclusion Policy.
- will promote best practice in recruitment and selection.
- will provide appropriate training, development and support to those involved in recruitment and selection.
- will ensure all documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act.
- Will *consider* physical adjustments and flexibility in working practices. Supporting candidates with disabilities to take up positions within Metanoia Institute (in line with the Disability Discrimination Act). Will ensure that the Institute's recruitment, selection, admissions, and promotion processes adhere to the Institute's commitment to Equality, Diversity and Inclusion.
- Metanoia will not insist on higher education or professional qualifications other than those which are strictly necessary to do the job. In choosing someone for a job the ability to provide the service needed is viewed as of primary importance. As a part of this, a candidate's experience will be taken into consideration and rated for equivalency in relation to professional-experience requirements.
- Metanoia will, as the need arises, for example through growth, vacancies and restructuring, review and redesign where necessary, the requirements of individual jobs. Where appropriate new work patterns and flexible, working arrangements will be considered and introduced to widen opportunities. Job descriptions, where used, will be

revised to ensure that they are in line with this policy. Will ensure all job requirements will be reflected accurately in any personnel specifications, adopt a consistent, non-discriminatory approach to the advertising of vacancies, not confine our recruitment to areas or media sources which provide only, or mainly, applicants of a particular group.

- Metanoia will ensure all applicants who apply for advertised vacancies will receive fair treatment and will be considered solely on their ability to do the job. Will ensure that all employees involved in the recruitment process will periodically review their selection criteria to ensure that they are related to the job requirements and do not unlawfully discriminate.
- Metanoia will ensure that short listing and interviewing will be carried out by more than one person where possible and that interview questions will be related to the requirements of the job and will not be of a discriminatory nature.
- We will not disqualify any applicant because they are unable to complete an application form unassisted, unless personal completion of the form is a valid test of the standard of English required for the safe and effective performance of the job. And that selection decisions will not be influenced by any perceived prejudices of other staff.

5. Roles and Responsibilities

Metanoia Managers: are responsible for ensuring that the process is followed and where appropriate refer to Metanoia Human Resources to guarantee that all matters are resolved promptly and fairly.

All staff are advised to familiarise themselves with this policy and the appropriate Metanoia Policies. Any issues related to this policy, please contact hr@metanoia.ac.uk

6. Recruitment and Selection

There are a number of key stages in recruiting and selecting for a post.

Preparation Stage

- The recruitment and selection process should not commence until a fully costed business plan has been submitted and approved by the Executive (only for new roles). This is usually completed as part of the annual budget and business planning process. However, any new roles (i.e. not an existing role being re-filled) must be signed off by the Executive before recruitment can start.

- All vacancies being recruited must be supported by a signed Request to recruit form (staff requisition, please see annex 1).
- All new or changed posts must be formally evaluated and graded before recruitment starts.
- All departments are expected to submit full details of recruitment needs for the forthcoming academic year.
- The recruitment needs should be signed off by the Director of Education
- The CEO will give final approval.

Job Description

- A job description should be produced or updated for any vacant post that is to be filled.
- The job description should accurately reflect the elements of the post.
- The job description should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.
- New or modified job descriptions should be job evaluated by Human Resources.
- A Job Pack should be created for the role, based on the standard organisational template.

Advertising

- All positions will normally be advertised within Metanoia Institute, in order to provide staff with opportunities for career development. In exceptional circumstances the need to advertise internally may be waived. This may include:
- Positions requiring specialised expertise that does not currently exist in the organisation.
- Where the recruiting manager can verify that the work is required for a specific purpose of short duration.
- Staff subject to redeployment because of a formally consulted re-structure will be given access to vacancies before they are advertised more generally within the organisation, or externally.
- In certain circumstances it may be more effective to use a recruitment agency. This should be discussed and agreed with HR, who each year agree and manage a

Preferred Suppliers List of agencies which can be used. This will, however, not eliminate the need to advertise the position internally and any external agencies or consultants who assist in the process must act in accordance with this policy. Please note that the use of agency is at a last resort.

- Applicants be provided with sufficient information to make an informed decision regarding their suitability for the role.
- Staff who have been in an acting position that subsequently becomes vacant will have to apply for the position when it is advertised, but in such cases the position may be advertised on an internal basis only.
- All adverts must be placed through HR.
- All advertised vacancies will be placed on Metanoia Institute's website and social media, plus specialist on-line job bulletin boards relevant to the post. Where possible, recruiting managers should promote the vacancy using their own business networks, as these are often the best way to attract suitable candidates.

Selection of Candidates

Shortlisting

- Shortlisting must be carried out by a minimum of 2 people, one of whom should normally be the recruiting manager for the post.
- Notes of the shortlisting decisions for each candidate should be recorded by each member of the panel on a shortlisting record form.
- Shortlisted candidates should be provided with details of the selection process, including any tests, in writing, a minimum of 5 working days before the interview.
- All candidates (internal and external) should be assessed objectively against the selection criteria set out in the job description.
- A 'reserve' list may be held in case any candidates drop out.
- At this point the HR will notify all candidates who are not selected for interview or held for reserve, that they have not been successful.
- Where an external candidate is known personally to a member of the shortlisting panel this must be declared before shortlisting takes place.
- To ensure consistency of approach HR may occasionally take part in short-listing

Selection & Interview

- Interviews must be carried out by a minimum of two people, one of whom should be the Recruiting Manager, and at least one member of the shortlist panel.

- All candidates should be considered against the requirements for the role only, whether they are internal or external to the organisation.
- Where an external candidate is known personally to a member of the interview panel this must be declared before the interview takes place
- Interview questions and the structure of the interview should be consistently applied to all candidates.
- The standard interview requirement is for a first and second (if needed) face-to-face interview.
- Notes of the interview should be taken by the interviewers and used to assess candidates' suitability when making selection decisions.
- Notes of the interview should be passed back to HR following the selection process.
- Candidate requested feedback should be provided by the Recruiting Manager
- Unsuccessful interview candidates should be dealt with courteously and sensitively and where possible should receive a telephone notification of the outcome from the recruiting manager before written notification is sent by HR.
- All staff subject to redeployment as a result of a consulted re-structuring, who meet the essential criteria for the post as set out in job description, will be offered an interview.
- To ensure consistency of approach HR may occasionally take part in interviewing panels.

Job Offer

- The parameters of the terms, conditions and salary applying to the role will be agreed between the Recruiting Manager and HR before the role is advertised. The Recruiting Manager may only agree terms within those parameters with the successful candidate.
- Appointments will usually be made at the minimum of any advertised salary range, unless directly relevant experience would justify a higher starting salary. HR advice may need be sought before a commitment is made to a higher starting salary, and no starting salary should exceed the maximum of the advertised salary range. The Recruiting Manager must not commit the organisation, either expressly or by implication, to any additional terms and conditions or salary beyond the originally agreed parameters without further discussion and agreement with HR.
- Once a selection decision has been made HR will produce a written offer of employment. Offers of employment are subject to satisfactory references, Asylum and Immigration checks and Disclosure & Barring Service checks (when required).
- Where appropriate a start date may be delayed until a Disclosure & Barring check has been received.

- Once the offer is accepted HR will write to all the other candidates to let them know they have not been successful
- All offers of employment will be approved via a request for an offer form to be approved by a member of the Executive committee.

References

- References will only be requested from the successful candidate after a job offer has been accepted.
- Two references will be taken up by HR, one of which must be from the current or most recent employer. If satisfactory references are not received before the start date, then the start date may need to be delayed.
- Information provided should be treated as confidential and will only be divulged by HR to the Recruiting Manager
- References should always be sought and obtained directly from the referee. References or testimonials provided by the candidate, or open references and testimonials, i.e. "To whom it may concern", should not be accepted.

7. Recruitment of Ex-offenders

As an organisation assessing applicants' suitability for positions which are included in the Rehabilitation of Offenders Act 1974 (Exceptions) Order using criminal record checks processed through the Disclosure and Barring Service (DBS), Metanoia Institute complies fully with the code of practice and undertakes to treat all applicants for positions fairly. The Institute undertakes not to discriminate unfairly against any subject of a criminal record check on the basis of a conviction or other information revealed.

The Institute can only ask an individual to provide details of convictions and cautions that the Institute is legally entitled to know about. Where a DBS certificate at either standard or enhanced level can legally be requested (where the position is one that is included in the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended, and where appropriate Police Act Regulations as amended)

Metanoia Institute can only ask an individual about convictions and cautions that are not protected and is committed to the fair treatment of its staff, potential staff or users of its services, regardless of race, gender, religion, sexual orientation, responsibilities for dependents, age, physical/mental disability or offending background.

The Institute actively promotes equality of opportunity for all with the right mix of talent, skills and potential and welcomes applications from a wide range of candidates, including those with criminal records. The Institute selects all candidates for interview based on their skills, qualifications and experience. An application for a criminal record check is only submitted to DBS after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a criminal record check is identified as necessary, all application forms, job adverts and recruitment briefs will contain a statement that an application for a DBS certificate will be submitted in the event of the individual being offered the position.

The Institute will ensure that all those in who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences also ensures that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974

At interview, or in a separate discussion, the Institute ensures that an open and measured discussion takes place about any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to the withdrawal of an offer of employment. The Institute makes every subject of a criminal record check submitted to DBS aware of the existence of the code of practice and makes a copy available on request and undertakes to discuss any matter revealed on a DBS certificate with the individual seeking the position before withdrawing a conditional offer of employment.

8. Monitoring and Review

Human Resources are responsible for monitoring the effectiveness of this policy and supporting procedures and will conduct reviews at appropriate intervals. Anyone who feels they have been unfairly treated or discriminated against should contact Human Resources.

Vacancy Requisition Form

Job title: _____ **Date needed:** _____

Department: _____ **Location:** _____

Please Select:

New role _____ **Replacement:** _____

Salary range: (HR will complete)

Position reports to:

Name of manager making request:

Date:

Authorisation:

Has position been approved: _____ **yes**

No (Please complete next section)

Name of person who approved:

If vacancy not Approved: For replacement roles Department needs to approve.

For New roles Department Head and CEO need to approve.

Department Head: _____ Date: _____

CEO: _____ Date: _____

Internal Reference Number:

Annex 3

Sample Candidate Interview Form

Name:	Position:
Date:	Interview Panel:

The interview chairperson should ensure the candidate is put at ease. This can be done with the questions listed below. It will also allow the interviewer an insight into the candidate's previous job roles and their interest and understanding of Metanoia Institute.

Using the following scale, score the candidate according to the examples they have given in response to the following questions.

Rating	Description
1	The candidate was unable to give any clear examples of their experience; they talked around the question and answered outside the area being investigated.
2	The candidate understood the question; however, they were unable to develop any clear examples of their competency and are below the level required for Metanoia Institute.
3	The candidate's competency was evident by the clear example given. The candidate detailed their experience and skill in the area being questioned.
4	The candidate is clearly confident in this area, demonstrated by clear examples and the answer indicating their performance is above what is expected by Metanoia Institute.
5	The candidate's answers were above what is expected and exceeded all Metanoia Institute expectations. They have clearly demonstrated through numerous examples their understanding, knowledge and skills in the area concerned.

Open Questions and Probing to settle into the interview and to indicate the candidate ability to engage with Panel.

Can you give us a brief overview of your CV?

Why are you here?

(This question is designed to assess the candidate's ability to think and engage. Immediate indication of interpersonal skills. Looking for the reason they wish to work for Metanoia and why the role is important to them. You can take notes on what they said which can lead to additional probing questions.)

Notes:

Competency Style Questions	Comments: Looking for clear examples	Score
Q1:		
Q2:		
Q3:		

Q4:		
Q5:		
Q6:		
Q7:		
Q8		
Q9:		
Q10:		
Q11:		
Q12:		
Total Score		

How did the candidate come across to you?	
Overall View on candidate:	