

RECRUITMENT, SELECTION, and TRAINING

STATEMENT OF INTENT

Wellspring aims to ensure that all its recruitment and selection procedures relating to paid and voluntary workers-- advertising, application forms, short-listing, interviewing and final selection-- are carried out in a way that eliminates discriminatory bias. We will consider without prejudice applications from disadvantaged and minority groups and endeavour within the limits of our financial resources to offer training and development opportunities to offset initial disadvantages where appropriate. We aim to treat all as fairly and as generously as possible and endeavour to offer relevant training and support on an ongoing basis, with opportunity for enhancing skills needed for work and fostering ongoing professional development.

RECRUITMENT

- This will be carried out in accordance with Wellspring's *Equal Opportunities Policy and Practice*.
- All staff involved in selection will be familiar with Wellspring's *Policy on the Recruitment of Ex-Offenders* and *Policy on Conflict of Interests*.
- Many of Wellspring's service users fall into the category of "vulnerable people" (see *Policy & Guidelines for Protecting Vulnerable People*) and the transference relationship between client and therapist in itself renders clients vulnerable. It is therefore Wellspring's policy to request Enhanced Disclosures for all applicants who will be or who are likely to be in one to one contact with children and/or our adult clients and Standard Disclosures for those whose role brings them into regular contact with our client group.

1. Advertising

- An Application Pack will include *Information for Applicants* describing the organisation and the post, a *Candidate Specification* and an Application procedure. The covering letter will include the date(s) on which interviews will be held and will state that references are taken up prior to final selection. A deadline for submission of applications will be given.
- Where a position requires a criminal record check this will be made clear in the advertising and in any other information provided about the post (including the application procedure)

2. Application

- Applicants to Wellspring will be given an application procedure. It will state that Wellspring will treat all information given as confidential.
- Applicants will be asked to supply the names of at least two Referees.
- In the case of applicants whose role would not bring them into regular contact with our client group, they will be told that any offer will be conditional a satisfactory Standard Disclosure. Having had a conviction will not necessarily debar them from the post.
- Where the nature of the position is such that Wellspring is entitled to ask questions about an individual's entire criminal record, applicants will be told that any offer will be conditional a satisfactory Enhanced Disclosure. Having a conviction will not necessarily debar them from the post. We guarantee that the Disclosure will be seen only by those who need to see it as part of the recruitment process

PROCEDURES FOR SELECTION

The selection process for volunteers and placement students will differ from those below. The selection of volunteers is less formal, and there are separate guidelines for the selection of trainees.

1. A Recruitment Panel will be drawn from appropriate staff and Board. This recruitment panel's tasks begin at 2. below and end with the successful applicant being appointed.
2. The recruitment panel will revise or draw up the candidate specification based on the job description. The job description may require changes as

more clarity is reached with the candidate specification. The questions for interviews will be based on the candidate specification, thus providing the basis for short-listing and final selection.

3. Prior to being seen by the recruitment panel, the Personal Details sheet will be removed to make applications anonymous.

4. An Assessment Recording Sheet listing the criteria from the candidate specification will be used by the recruitment panel. The panel may decide to identify some of the criteria as the ones to be used for short-listing. Applicants must be informed in their application pack if this is the case. Criteria to be used for short-listing should be ones which can be demonstrated by the written text. During short-listing, scores based on information in the applications will be entered (eg. 0 - not met, 1 - met, 2 - strongly met), and a short-list of applicants drawn up.

5. The list of short-listed applicants will be given to Wellspring staff, therapists and the Board. Even though the onus is on applicants to declare if they have been client/therapist currently or in the previous three years to those people at Wellspring, it is at this stage that the latter have the opportunity to check if they have been client/therapist to any short-listed applicant currently or in the previous three years. (See Policy on Conflict of Interests.) If this is the case, the applicant will be removed from the short list.

6. The Panel will select a chair and a system for taking detailed notes. Care will be taken that, whenever possible, applicants are not known to panel members. No panel member will be in a personal or professional relationship with an interviewee.

7. Interview times will be set and short-listed applicants invited to attend.

8. Written references will be requested prior to interviews and must be received prior to confirmation of an appointment. These may be followed up by telephone. The recruitment panel should agree the key questions to be asked of all referees and a pro forma letter drawn up for the Administrator to send out. Every effort will be made during the interview, to ensure consistency of questioning of the applicants and the absence of discriminatory questioning. The recruitment panel will have decided in

advance the questions each panel member will raise with applicants. All candidates will be asked the same questions, except where points arise for clarification from individual applications or from what candidates say in the interview. Responses will be rated against the candidate specification criteria on the Assessment Recording Sheets.

9. Agreement about who should be offered the job should, firstly, be based on the scoring on panel members' Assessment Recording Sheets; secondly, on references if the panel have already received them. If the referee(s) has not written back, a panel member will telephone for a verbal response, if possible on the same day or the day after interviewing. (IF they cannot be obtained, the chair of the panel should call the applicant and inform them their referee(s) have neither replied to the letter sent nor responded to a telephone call. The chair can indicate that a job offer is to be made, but cannot be confirmed until satisfactory references are received.) If there is any doubt about a candidate arising from a reference, a panel member will speak to the referee(s). If doubt remains, the panel may recall the candidate to ask them to respond to the query. The panel must then make a decision.

10. Subject to there being no conflict of interest and satisfactory references, the Chair of the recruitment panel will be responsible for ensuring that a written offer of an appointment goes to the successful applicant. The letter must include the list of conditions which must be met before appointment (see below).

SCREENING

This is carried out as the last stage of the selection process. A request to Disclosure Scotland for the appropriate Disclosure (where applicable) will be made by Wellspring's Lead or Additional Counter Signatory and will be received prior to the applicant's taking up post. (See Policy on Ex-Offenders.)

APPOINTMENT

This is conditional on:

- Satisfactory Disclosure (see the *Policy on the Recruitment of Ex Offenders*)
- Satisfactory references
- Signing of the Contract/Agreement of Association
- Signing of the Confidentiality Agreement

In addition, for a therapist to be appointed he or she must:

- receive external supervision
- be registered self-employed
- have professional indemnity insurance
- agree to abide by BACP and COSCA ethical standards

For all posts there is a six-month probationary period.

TRAINING

- The successful applicant will receive induction training, which will give an overview of the organisation and ensure they know its purpose, values, services and structure. Ongoing training will be made available as required. A mentor will be selected from the therapist group who will contribute to induction, signposting and support.
- New staff, volunteers and trainees are expected to be familiar with Wellspring's *Health & Safety Policy and Practice*, our Exit and Emergency Procedures, those relating to Confidentiality, to the Protection of Vulnerable People and with other Policies and Procedures relevant to their role. They will receive guidance at induction on understanding and complying with these.
- Relevant training, support and opportunity for further learning are provided for Administrative staff on an ongoing basis. They have the opportunity to attend courses funded by Wellspring and receive paid time off to do so.
- In-house workshops and seminars are provided for therapists periodically, to which trainees may be invited. These are paid for by Wellspring. In addition, Wellspring funds therapists to attend seminars/workshops etc that are also of benefit to Wellspring. Therapists attending these will give feedback to the Therapists' Meeting.

- There is a therapists' Training Fund to which therapists may apply for financial assistance to attend events contributing to their ongoing professional development.

FINALLY -

Wellspring will ensure that all staff and volunteers involved in recruitment, training and supervision, are aware of the relevant Policies and have received appropriate training and support to achieve their full implementation.

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