



Involving Young People in the Recruitment and Selection of Staff and Volunteers

Insights from the NCB LINKS Programme

Delivered as part of The National Lottery Community Fund's Empowering Young People's Programme in Northern Ireland

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About Empowering Young People

The Empowering Young People's Programme from the National Lottery Community Fund's (NLCF) Northern Ireland directorate was launched in March 2015 and is making £44.4 million available to fund activities in communities until 2027.

The aim of the EYP programme is to support projects that give young people in Northern Ireland aged 8-25 years the ability to cope with challenges in their lives.

This programme is all about putting young people in the lead. Projects need to involve young people in the planning and delivery, as well as their support networks and the communities which will help them to develop skills to cope with challenges in their lives.

The outcomes that are expected from supported projects include the following:

- Young people get the skills they need for their future
- Young people have better relationships with their support networks and communities
- Young people have improved health and wellbeing.

About the LINKS Support Network

The LINKS Support Network is facilitated by the National Children's Bureau (NCB). For almost 60 years, NCB has been making a big difference to the lives of children and young people across the country, particularly the most disadvantaged.

The LINKS Support Network is delivered to over 100 organisations grant aided by the NLCF under the Empowering Young People's (EYP) Programme.

The support provided by LINKS is delivered in a number of ways: workshops, on a variety of themes based on the issues facing young people (e.g. mental health and wellbeing) and those facing organisations (e.g. sustainability); cluster group meetings, which are informal geographically-based meetings and; tailored one-to-one support for individual organisations.

The aim of the LINKS programme is to facilitate shared learning, enhance practice and encourage the involvement of young people in all aspects of the projects.

This resource:

- Provides the rationale for involving young people in the recruitment and selection of staff¹
- Summarises messages from the literature in terms of the benefits and challenges of involving young people in recruitment and selection of staff
- Examines some local case study examples of practice from LINKS grant holders that have experience of involving young people in recruitment and selection of staff
- Highlights key learning points
- Includes a reference and a resource list for further exploration into involving young people in the recruitment and selection of staff in Appendix 1.

Given the mix of evidence and practice examples, this resource will be of most interest to organisations who are working with young people and seeking to involve them more in decision-making.

Introduction

The issue of the recruitment and selection of staff was raised by several organisations in the one-to-one support meetings NCB held with LINKS grant holders. In these meetings, grant holders detailed difficulties in recruiting suitable staff with some candidates performing well at interview but then not being as effective in post as they seemed. More recently, competition for staff due to labour shortages has served to underline the importance of having effective recruitment and selection processes and procedures. For youth work organisations, involving young people in these processes can help enhance them and potentially result in the appointment of more suitable candidates.

The purpose of this document is to:

- Explore messages from the literature regarding the benefits and challenges of involving young people in recruitment and selection
- Draw on young people's experiences of being involved in recruitment and selection
- Outline experiences from LINKS grant holders who have involved young people in the recruitment and selection of staff in their organisations
- Summarise options for involving children and young people in recruitment and selection of staff, drawing on ideas and messages from the literature, young people and grant holders

¹ Throughout this resource the term staff is used. However, the information contained in this document is equally applicable to the recruitment of volunteers.

- Share references and resources for further reading and support in this area.

Benefits of involving young people in recruitment and selection

This section of the report outlines the benefits of involving young people in the recruitment and selection of staff, drawing from evidence in the publications listed in the Reference and Resources section (Appendix 1) and from case studies detailed below. These benefits are multiple and include benefits for the young people themselves, benefits for candidates, benefits for organisations and benefits for existing staff.

Benefits for young people

Young people can benefit from being involved in recruitment and selection of staff in a number of ways. It can help develop skills, knowledge and experience for the future as well as the present and it can increase young people's sense of purpose, self-esteem and confidence. Each of these benefits is explored in more depth below.

Developing skills, knowledge and experience

- The experience of being involved in interviewing candidates **provides the young people with valuable knowledge and skills** for when they find themselves being interviewed for employment, volunteering opportunities or college/university.
- It provides **opportunities to gain accreditation or recognition** of their involvement. The experience can make a valuable addition to their CVs/job application forms (or Records of Achievement), and they can call on a professional from the organisation to provide a job reference (or similar) should they need one.
- It **supports the participation and empowerment** of young people. It can foster a sense of belonging to the organisation, ownership of the process and responsibility. They can learn more about the agency/organisation and their involvement helps to build an understanding of the world around them and encourages their active participation and citizenship in other areas of their lives.
- Children and young people's involvement is key to continually delivering a needs-led approach (i.e. that all aspects of a project meet their needs, which

may change over time). Their involvement gives them a **greater understanding of their own needs and opinions**, as well as the skills and opportunity to express them.

- Young people can **improve interpersonal, verbal and non-verbal communication skills** with adults and peers, and presentation skills as they witness how information is presented to an interview panel. They themselves may also prepare and present information to different audiences. Young people can learn new skills like teamwork, negotiation, debating and problem solving.
- It can **improve relationships across friendship or user groups** as well as being enjoyable, interesting and fun.
- It can also **strengthen the relationship between professionals and young people**, giving young people more confidence in professionals and services as they feel listened to, and creating a better balance of power between young people and professionals.

Increasing sense of purpose, self-esteem and confidence:

- Young people can see that their contribution makes a difference, is valued and that they have directly influenced appointing the strongest candidate into a role. High-quality involvement and feedback builds trust and relationships with staff. With professionals valuing and respecting them, the experience can have a very **positive impact** on young people's **confidence and self-esteem**.
- Children and young people **receive recognition/reward** for their involvement in the recruitment process and they have a sense of achievement in a job well done.
- Enabling young people to have their say can often make them feel more **empowered**.

Benefits for candidates

Similarly, there are several ways in which candidates benefit from young people's involvement. Candidates will:

- Have an opportunity to interact with the children and young people that they may be working with, or for, and to **demonstrate their practical ability and interpersonal skills** with the young people. They will be afforded the opportunity to give a more genuine reflection of their character and how they

would interact with young people in practice than they would if only speaking with adults.

- Have a **better understanding** that how they interact with children and young people is a crucial part of the job they are applying for and have a realistic role preview for those who haven't previously worked with young people.
- Have more **respect and interest** in the organisation as they would have direct evidence of its commitment to valuing young people.
- Once selected and appointed, they will have a positive sense of **endorsement** from young people.

Benefits for the organisation

There are also many benefits to the organisation of involving young people in recruitment. These include:

- It shows **commitment** to children and young people's participation in a meaningful way. Both international and domestic legislation emphasise the right of children and young people to be involved in decisions that affect them through Article 12 of the United Nations Convention on the Rights of the Child (UNCRC) and the Children Order (NI), 1995. It, therefore, helps organisations to **demonstrate respect** for children's rights in action and provides tangible evidence and endorsement of the UNCRC in practice, which may be relevant for inspections by statutory bodies.
- Making recruitment a more **thorough, effective and inclusive process**. Children and young people bring a varied perspective and skill set to the interview panel which differs to that of professionals. They may look for qualities in a candidate that professionals may not look for, and therefore strengthen and refine the interview process.
- Giving a **positive and powerful message** to existing staff, potential new recruits, funders, partner organisations, and other young people, that the involvement and views of young people are at the heart of decision-making in the organisation and that their input is valued, taken seriously and has a real impact.
- Enabling organisations to see first-hand how candidates interact with children and young people and there is more likelihood that they will **recruit the best candidate for the role**. Having staff that have been able to demonstrate their ability to interact positively with children and young people will inevitably

make for a more accessible and relevant service for its users. Improved service delivery can assist in **improving outcomes** for children and young people.

- It can create a **virtuous cycle** as the organisation is more likely to appoint staff who respect children and young people, and then young people are more likely to respect the staff.

Existing staff within the recruiting organisations also benefit in several ways, such as:

- **Developing new skills**, (e.g., communication, listening and creative skills) from working with children and young people in a formal setting.
- Giving staff **greater insight** into young people's views by communicating with and listening to them.
- Helping to **build positive relationships between young people and staff**. It gives an insight into children and young people's views and concerns as staff develop a wider understanding of children's wishes, feelings and opinions through exploring new subjects together, for example, the qualities they want in staff. This can help adults to be more **effective in meeting young people's needs** and in shaping policy and practice.

What works in involving young people in recruitment and selection

Involving children and young people in recruitment and selection of staff does not just happen organically. There can be several issues that may pose challenges, but it is possible to overcome these so that young people's involvement is meaningful and effective. This section will firstly consider the learning from the literature and secondly will reflect on learning from experienced young people.

Learning from the literature:

- Involving young people in recruitment and selection of staff/volunteers requires **resources**, including staff time, for planning, recruitment, training and support for them. It may require some type of reward or payment in recognition of the time they have given up participating in this process. Having funds available for transport, refreshments, reimbursement and any access needs (e.g., a sign language interpreter) is very important and needs to be confirmed early in the process. Time needs to be allocated for a debrief on the process once it is finished, so that the positives can be discussed and also any negatives, in order to continuously refine it for the next occasion.

- If young people are to receive a monetary reward for their involvement, this poses a potential **risk to welfare benefits** they are in receipt of. Young people, therefore, need specialist advice on this from reputable advice centres and recruiting organisations should make the young person aware of this possibility and link them with such centres.
- Ensuring **legal compliance** with Employment Law. All organisations need to comply with employment law, and it takes time to ensure that young people fully understand what this means. Part of the training for young people needs to cover the legal obligations and duties of recruiting organisations.
- Ensuring **positive dynamics** both between the adults and young people and among the young people is essential. This includes organisational management and staff as well as the management committee/Board of Trustees. If any of the adults do not fully understand why young people are involved or have not fully 'bought into' it, this will be apparent and be a barrier to the genuine participation of young people in the process. It is important that all of those involved in the recruitment process are facilitated to build positive dynamics. This can be achieved through team building, training and support from appropriate staff.
- It requires **clarity** about the role young people have. It is important that the professionals and young people are absolutely clear about **the role and weighting** of the panel members, as well as the level of decision-making and that this is agreed at the beginning of the process.
- Getting all the **information** from the professionals and to the young people is also extremely important and can sometimes be a challenge. This information includes the job description, person specification, interview date(s) and schedules etc. Ideally candidates' application forms and any other relevant material should be available to the young people at the earliest opportunity.
- Arranging the **date and the timings** to have the minimum impact on the young peoples' education/work commitments can be difficult and requires some flexibility from all parties. Often schools/colleges are very supportive because of the positive nature of the experience, but it is really important to consider the young people's needs and commitments elsewhere (e.g., caring responsibilities).
- **Decision making versus decision taking:** Ultimately the decision to select and appoint lies with the organisation, which may be challenged by a candidate (potentially resulting in a case being taken to an employment tribunal). So, there is a difference between being involved in decision making and decision taking. However, it is important that the young people are involved in the final

deliberations so that they can see first-hand the impact of their feedback and they can hear the professionals' assessment of the candidates.

- It is vital that the young people receive **feedback** for the contribution that they have made and are invited to give feedback on the process. Also, it is really important that they are told when the candidate has accepted the post or, if they do not, that an offer has been made to the second-choice candidate.

Learning from experienced young people:

Staff at NCB consulted members of the LINKS Young People's Advisory Group (YPAG) who shared their experiences of being involved in the recruitment and selection of staff. Some had been on interview panels with adults for the recruitment of staff while others were on panels consisting only of young people. The young people had experience of conducting interviews both online and in-person. Their roles involved devising questions to ask the candidates, taking notes, scoring the candidates on their answers, comparing their individual scores and discussing their ideal candidates.

The YPAG found that **online interviewing** did have some advantages over interviewing face to face such as:

- it was easier to set a time limit to give all candidates the same amount of time in interview and;
- it was often more accessible for a lot of people (both candidates and panel members) as there was no travelling involved.

However, some disadvantages to online interviewing were also identified including:

- technical issues and poor internet connections causing interruption
- it was harder for all concerned to read non-verbal communication
- for the panel, it meant long days looking at a screen and
- it was sometimes harder to remember candidates than it would face to face.

Generally, the group members found face-to-face interviews to be a lot more natural and communication to be easier due to being able to receive non-verbal cues from body language and facial expressions. It was also felt that it was easier to make a joke in person rather than online, making it a more pleasant experience which helped to put both candidates and young people at their ease.

The YPAG also discussed whether young people should be paid for their involvement. Some members' experience was volunteer based while others had been paid on some occasions. It was felt that it is important to get remuneration as paid experience is given more weight on CVs or job application forms. In addition,

members of the group pointed out that young people are doing the same job as adults on the panel (many of whom are paid as it is part of their work). It is also a way of an organisation demonstrating respect and value to the young people.

However, the YPAG members also recognised that some organisations may not have the resources to pay young people. They suggested that, if this is the case, perhaps the organisation could give young people recognition in other ways, e.g., a certificate for their records of achievement would convey a sense of achievement to the young person as well as being useful for their CV.

The YPAG suggested the following ideas of how to meaningfully involve young people in the recruitment and selection process:

- Ask young people to devise some questions;
- Involve young people in short-listing;
- Observe how the candidates work together via role play or group interview, e.g., assessing team work and communication skills;
- Role play a group work session with the young people, while being assessed by adults. The young people would also have an input on the scores;
- Shadow the candidates to observe a 'normal day' to see interactions with young people, similar to teachers who may have their teaching of a class observed as part of the recruitment process and;
- Get the young people on the panel to do a role play, so that they can practise asking the questions, taking notes etc. before the day of the interviews.

Case Studies: Examples of local practice from LINKS

All Empowering Young People grant holders were invited to submit case studies of their experience of involving young people in the recruitment and selection of staff/volunteers for this resource. Grant holders took different approaches to the recruitment and selection of staff. Some involved young people in almost every aspect of the process, while others have young people involved in very specific tasks or points along the way, as the case study examples outlined below illustrate. Each case study details the following:

- Organisation and project overview and how the organisation has involved young people in the recruitment of staff
- What worked well in this process and what challenges arose
- how were challenges overcome and
- what advice they would give to other organisations thinking of involving young people in the recruitment and selection of staff.

The Belfast Hills Partnership

The Belfast Hills Partnership (BHP) is an independent charity which seeks to improve how the Belfast Hills are managed. It does this by

working with local councils, government departments, community groups, nature conservation organisations and businesses committed to caring for the Belfast Hills and their people, e.g. by striving to protect the wildlife of the Belfast Hills, combatting invasive species that threaten native plants and animals, recording wildlife and protecting habitats, creating and restoring woodland and improving access and developing walking routes on the hills.



Project overview

The Wild Youth project is a joint project with Ulster Wildlife. It delivers wild wellbeing sessions with 11- to 25-year-olds in and around the Belfast Hills, using nature as a tool to connect with young people and increase their physical and mental health, incorporating the 5 steps to wellbeing.

Wild Youth is made up of several different projects including a schools' programme, a youth group programme, a Trainee Rangers programme, youth leadership and youth led programmes, an awards programme and an online option.

How young people have been involved in the recruitment of staff

Wild Youth has a youth steering group overseeing the project. As it seeks to empower and involve young people in every stage of the project, it decided to ask the youth steering group if they would like to be involved in the recruitment process for the new staff. A couple of young people volunteered (both aged 18 to 24 years) and, after some training, they joined the interview selection panel.

What worked well in this process

It practically demonstrated to the young people that the organisation cares about what they have to say, and that they have a lot of control over the project. Their questions about the process came from a fresh perspective and helped the organisation clarify why it does what it does.

Challenges

Ultimately the interview process is a formal one that could have legal implications if unsuccessful candidates decided to dispute the decision in a tribunal. The organisation wanted to ensure that the young people were involved, but not put in a position where they felt uncomfortable.

Overcoming the challenges

Staff at BHP explained the legal implications of being on the panel from the very outset so the young people were fully aware of this and could talk through any concerns they had. Training was then provided on shortlisting and interviewing, including dummy applications to mark, so that they were prepared for the real thing.

Advice for other organisations

Be prepared for the training involved and time commitment this takes if you want to benefit from young people's fresh insight.

For more details on the Belfast Hills Partnership contact Lizzy Pinkerton at lizzy.pinkerton@belfasthills.org

Foyle Down Syndrome Trust

Project overview

Foyle Down Syndrome Trust (FDST) supports and empowers children and young people with Down syndrome from birth to adulthood, to lead full, meaningful and productive lives and to help them reach their full potential, ensuring they take and enjoy their rightful place in the community. Its Healthy Hearts and Minds project aims to improve health and wellbeing, reduce social isolation and gives the young people confidence to be part of their community through activities such as gardening, outdoor pursuits, health workshops and mentoring.



How young people have been involved in the recruitment of staff

FDST set up a Board of Junior Directors who feed directly to the Board of Directors to shape, develop and progress the organisation to best meet the challenging and very complex needs of all children and young people involved in the organisation. These young people are at the forefront of the organisation, which includes recruitment and selection. Since April 2019, FDST has ensured a young person with Down syndrome has been on its recruitment and selection panel for staff. They play an active role in all parts of recruitment from shortlisting and developing questions to facilitating interviews and assessing suitable candidates.

What worked well in this process

This approach has empowered the young people, increasing their confidence, giving them a voice and creating new opportunities. Staff at FDST feel it has enhanced the organisation's recruitment and selection process. The organisation has developed basic training to ensure the young people are able to play an active role, which includes interview training, presentation skills, skills and qualities etc. It is currently exploring how this training can be improved/standardised for the young people.

Challenges

Challenges included sourcing training appropriate for the young people to attend. In practical terms, some of our young people can be difficult to understand, so another challenge was around supporting them asking questions and being understood during interviews.

Overcoming the challenges

FDST developed its own basic training for the young people to engage in. It delivered feedback sessions for the young people to express their experiences and act on these. To assist with communication, the organisation has now employed a Speech and Language Therapist and enables the young people to avail of presentation opportunities within various projects within the organisation, in order to practice communication skills. Candidates are also provided with a written copy of questions at interviews.

Advice for other organisations

FDST would 100% encourage other organisations to involve their young people in their recruitment and selection process. This puts the young people at the heart and core of the organisation, gives them an input into decisions made by the organisation, gives them a true voice and gives them incredibly valuable experiences.

For more details on FDST contact Christopher Cooper at christopher@fdst.org.uk

Youth Initiatives

Project overview

Youth Initiatives aims to awaken hope, inspire initiative, and mobilise young people to make a vital contribution to their community and to a shared future in Northern Ireland. Its New Community Project (Living a New Normal after COVID-19) aims to support young people across East and West Belfast to grow in resilience and have better mental health, be better connected to their communities and support networks, and be equipped for the future to become contributors to their communities, families and workplaces.



How young people have been involved in the recruitment of staff

Youth Initiatives often involves young people on recruitment selection panels when hiring youth workers.

What worked well in this process

Young people bring helpful insights to selection panels and sometimes notice things that staff members of the panel miss. Ironically, young people are often tougher graders than the managers. One young person explained it,

"if this person is going to be my youth worker or for my friends – I want to be sure that they will be good."

Challenges

The legal/risk issues of hiring have increased, and it puts pressure on panel members to grade by exterior criteria and not count intuition. The experience of the organisation is that some youth workers score well on paper and do well at interviews, but the young people and staff have doubts that the person will have what it takes to work in its environment. There are questions around whether by being a voting member of a selection panel it implies some legal liability for a minor. There is also sometimes discussion of confidential information about a candidate which, it is felt, a young person should not have to carry.

A practical problem is that young people are often not available during a school day and interviewing can go on for 4 to 6 hours. On one occasion a youth panel member arrived late for a selection panel and the candidate complained that the late arrival threw her off. The pressure to have the same panel members interview all the candidates puts pressure on the young participants.

Overcoming the challenges

Sometimes the organisation has young people on panels in a participative way but they do not have official voting authority. That takes away any legal implications and allows the organisation to utilise more than one young person in the interview process. They still get a good experience and add to the panel dynamics and can be in the grading discussion. Their input is taken on-board by the rest of the panel.

In terms of the person who complained about the young panel member arriving mid-interview, the complaint confirmed the panel's doubts about her youth work ability. It was felt that if a youth worker cannot handle a young person arriving late to a session, their ability to work flexibly was questioned. This example has also inspired the organisation to explore the use of role-playing with young people as part of the interview process to assess how candidates can handle unpredictable situations.

Advice for other organisations

It is often a positive learning experience for young people to participate on a hiring panel. They get insights into what one needs to do to win a job. They also add insight to the panel and create a more young person-centred environment. I would advise youth organisations to give it a try but find ways to limit legal or policy implications in making them official voting members of the panel.

For more information about Youth Initiatives contact Doug Smith or Tony Silcock on doug@youthinitiatives.com or tony@youthinitiatives.com

Summary of key learning

This final section summarises the key learning from this report, drawing on evidence from literature, practice examples and young people themselves.

There are a range of options for involving children and young people in recruitment and selection of staff such as the following:

- Input into job descriptions and person specifications
- Devising questions or scenarios for the panel
- Being on a panel, either with adults or having a young people only panel as well as an adult panel
- Being non-scoring members of a panel, e.g., through a role play, receiving a presentation from candidates, setting the presentation task
- Participating in informal Meet and Greet sessions with the candidates (as individuals or groups)

Effective involvement of young people in the recruitment and selection of staff means the following:

- The **'buy-in'** from all staff and volunteers (including committee/Board of Trustee members) involved in the process.
- The **allocation of sufficient resources** such as staff time (for planning, recruitment of young people, training, support and debriefing), financial resources for transport costs, refreshments and access needs (e.g., sign language interpreters) and perhaps paying the young people for their time. While financial remuneration may not be a possibility for many organisations, the value of young people's time can be acknowledged in a variety of ways, e.g., vouchers, a group activity, certificates which can be used for Records of Achievement or, as a contribution towards volunteer hours for award schemes such as the Duke of Edinburgh awards (appropriate to age).
- Ensuring **legal compliance** with Employment Law. All organisations need to comply with employment law. Part of the training for young people needs to cover the legal obligations and duties of recruiting organisations.
- The creation of a **positive environment** for all concerned – young people, paid staff as well as volunteers from the committee/Board of Trustees.
- Being **clear about the role** young people have in the process and that this is agreed at the beginning and includes the difference between decision making and decision taking.

- Ensuring that **practical details** such as the sharing of the necessary information and timings of interviews take account of other commitments young people might have (e.g., education, part-time work, caring responsibilities).
- Ensuring that the young people receive **feedback** for the contribution that they have made and are invited to give feedback on the process, so that the organisation can continue to learn and develop in this area.

This report testifies to the benefits of involving young people in the recruitment and selection of staff and/or volunteers. Doing so benefits not just the young people themselves but also the candidates, the organisation and existing staff.

Involving young people in the recruitment and selection of staff does, of course, present challenges to comply with legal obligations, to ensure genuine participation of young people in decision making and in overcoming practical issues during the recruitment and selection processes. However, such challenges are not insurmountable. Creative and flexible approaches can ensure that young people of all ages and abilities can be included in the process, enabling candidates to demonstrate their skills, attitudes and aptitudes to the best of their ability and to ensure the best person for the job is recruited.

The literature, Empowering Young People grant holders and young people who contributed to this report all demonstrate that investing in young people's involvement in recruitment and selection will result in better quality staff for the organisation, who are better able to meet the needs of the young people and therefore more likely to lead to better outcomes for them, so everyone benefits in the end.

Appendix 1

References and Resources

Action for Children (2009) has produced a guide called *The Right Choice: Involving Children and Young People in Recruitment and Selection*. It can be accessed here:

<https://www.bl.uk/collection-items/right-choice-involving-young-people-in-recruitment-and-selection>

Bath and North East Somerset Council (undated) has developed a toolkit of activities for training young people to take part in the recruitment process. It can be accessed here:

https://www.bathnes.gov.uk/sites/default/files/toolkit_for_engaging_with_cyp_in_recruitment.pdf

Buckinghamshire Children's and Young People's Trust (May 2009) has developed guidance to involving 11- to 19-year-olds in recruitment interviews. It can be accessed here:

http://www.buckinghamshirepartnership.gov.uk/media/1027049/yp_inter_guide.pdf

Devon CAMHS Youth Participation Worker (Robin Tay, 2010) has produced a briefing paper detailing different models of involving young people in the recruitment and selection of staff.

McManus, Kirsten (2007) has written a journal article on young people's participation in the recruitment and selection process for secure care staff. It can be accessed here:

https://www.celcis.org/files/8314/3818/0851/vol6no1young_peoples_participation.pdf

NHS Employers (2015) has produced a guide to involving children and young people in the recruitment process. It can be accessed here:

<https://www.nhsemployers.org/-/media/Employers/Publications/Children-and-young-peoples-guidance-FINAL-PDF.pdf>

Participation Works (undated) has a training manual for training of 8- to 12-year-olds in *Involving Children and Young People in Recruitment and Selection*. It can be accessed here:

<https://resourcecentre.savethechildren.net/node/5058/pdf/5058.pdf>

Save the Children and the Scottish Alliance for Children's Rights (2005) have produced *The Recruitment Pack: Involving children and young people in the selection of staff*. It can be accessed here:

<https://www.togetherscotland.org.uk/pdfs/The%20Recruitment%20Pack%202008.pdf>

The City of York (undated) has with its Children's Rights and Advocacy Service produced a guide to facilitating a young person's interview panel entitled *Involving young people in the recruitment process*. It can be accessed here: <https://www.york.org.uk/downloads/Involvement/Involving%20young%20people%20in%20the%20recruitment%20process.pdf>

Organisations that can support the recruitment and selection process

Equality Commission for Northern Ireland (ECNI): The ECNI is a non-departmental public body established by the Northern Ireland Act 1998. Its powers and duties derive from a number of statutes which have been enacted over the last decades, providing protection against discrimination on the grounds of age, disability, race, religion and political opinion, sex and sexual orientation. The ECNI provides both advice and training for employers on a range of equality issues, including recruitment and selection. See here for more details: <https://www.equalityni.org/Employers-Service-Providers>

The Labour Relations Agency (LRA): The LRA was established in 1976 with responsibility for promoting the improvement of employment relations in Northern Ireland. It is independent and publicly funded. It provides free, impartial and confidential services to employers, employer bodies, employees and workers in Northern Ireland, as well as Trade Unions, HR and legal professionals. These services include training and advice. The LRA also has a number of resources and toolkits on its website for employers. See here for more: <https://www.lra.org.uk/About>

Sector Matters: Sector Matters is Northern Ireland's first social enterprise providing quality business services to the voluntary and community sector and to small businesses. NICVA set up Sector Matters in response to a need identified in the voluntary and community sector for cost-effective Human Resource, Finance and related outsourced support services. Sector Matters offers a range of HR support including HR Policy/Staff Handbook reviews; Recruitment Management; Employee Relations and Salary Benchmarking. See here for more details: <https://www.nicva.org/services/sector-matters>