



Passport to your Future. 'Your future, your hands'.

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07796447902



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**Passport to your
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**Year 5 Visitor Experience
Trainees**

**The guidance for
recruitment year 6 Line
managers**

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The Recruitment process- Notes for Line Managers

What you can find out from this document.

Part number	Information.
1.	The recruitment process so far.
2.	How to score the applications.
3.	What to do next.
4.	Inviting applicants to interview.
5.	<p>The interview process.</p> <ol style="list-style-type: none"> 1. Aims of the interview. 2. Guidance on how to do the interviews. <ol style="list-style-type: none"> a. Interview 1 b. Interview 2 3. Guidance about how to score at the interviews.
6.	The contract; references; payroll administration.
7.	Individual accessibility audit and Core skills.
8.	Planning for the Heritage Skills Passport.
9.	Setting up for the person to arrive on day 1.



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**The recruitment
process so far.**



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PART 1

The Recruitment process so far.

The Selection criteria are:-

1. Somebody that shows passion and enthusiasm for being outdoors and learning the hands on skills needed to look after gardens or parklands and landscapes with a rich history and who shows they want to bring the spirit of these places alive for all to enjoy.
2. Somebody that shows a commitment to pursue a career path in looking after heritage gardens or parklands and landscapes and bringing them to life with stories that offer people inspiring, enjoyable and memorable experiences of our places.
3. Somebody that can demonstrate that they will benefit from this experience by:-
 - a. Describing the benefit that this opportunity will bring to them as a person; how it will help them to build a different future and what impact this will have.
 - b. Describing how Passport to your Future will help them do this as opposed to any other opening?
 - c. Describing how this opportunity will help them reach their potential.
4. The ability and skills to carry out the tasks required. **(Remember these are base line and not quantitative – you either have them or you do not).** The abilities and skills that are required are:
 - The ability to complete the Heritage Skills Passport; carry out the skills in the passport and work with the mentors to achieve the assessment criteria.
 - Carry out the skills in the passport.
 - Be assessed by:
 - Being directly watched.
 - Or... Somebody inspecting the product you have produced at the end.
 - Or... Being asked oral questions or written questions
 - Or... Somebody writing a witness statement.
 - Or... By collecting evidence of how you have achieved each of the skills in such ways as
 - [[Photos
 - [[Films
 - [[Written evidence
 - Trainee
 - Witness statement
 - Take initiative for coordinating the administration required.
 - **The other abilities and skills will come from the Accessibility needs audit.**



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The applications.

The application closing date is 1/3/14.

Please make sure that all applicants have provided you with the information that you can see in appendix 1 at the end of this document.

In addition to this, they have been asked to answer 3 questions in parts that relate to the selection criteria.

No c.v's should be accepted. *If somebody has provided you with a c.v. but has not answered the questions, you can approach them and ask for a proper application to be completed. If they have answered the questions and attached a cv, please ignore the c.v..*

The application questions are found in appendix 3.

The applicant can choose one of the following methods to apply. The detail of how to apply through each of these methods is listed in appendix 4.

Method of application	How many words?	Where will the line manager find these	Notes
Written application	250 words per question.	Online By post	<i>If as a Line Manager you accept this type of application by post, please make sure that the candidate has filled in the compulsory part of the application as well as the questions. These details can be seen in appendix 1 of this document.</i> PLEASE DO NOT READ THE COMPULSORY PART OF THE APPLICATIONS. THESE SHOULD NOT BE READ BY THE RECRUITING MANAGER.
Pictorial application	One piece of A4 paper per question. You can label your picture, but add no more than 50 words per question of explanatory text.	By post Through the backend of the PTYF web site. As line manager, you will access this by visiting http://yourfutureyourhands.org.uk/harbour/login/ and using your login.	<i>If as a Line Manager you accept this type of application by post, please make sure that the candidate has filled in the compulsory part of the application as well as the questions. These details can be seen in appendix 1 of this document.</i> IF THESE ARE SENT BY POST, PLEASE DO NOT READ THE COMPULSORY PART OF THE APPLICATIONS. THESE SHOULD NOT BE READ BY THE RECRUITING MANAGER.
PowerPoint presentation	250 words to complete each question. Pictures and images acceptable.	Through the backend of the PTYF web site (see above).	It must ONLY address the 3 questions.
Film attached to YouTube	5 minute film	Through the backend of the PTYF web site (see above).	It must ONLY address the 3 questions.



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What to do next.



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How do I assess the “benefit” that Passport to your Future brings to a candidate – what factors should influence my judgement call?

When we test the benefit criteria throughout this process, we are looking for the person we can make the biggest difference to and the person we can most value add to.

Any recruitment process involves a degree of judgement – your task is to base that judgement on the most objective criteria possible. This page gives you guidance to help you and needs to be thought about through the whole process.

Think about the following example:- *A stroke survivor applies for a PTYF role.*

*In **case one** – at selection she is clear about her disability and reasonable adjustments but her tone and general approach is about minimising the impact the stroke has had on her life. She's a positive person who doesn't do sob stories and it's about getting on with things.*

*In **case two** – she labours how awful the stroke has been and the massive impact it has had on her life. She outlines that the world is against stroke survivors and this is her one chance to turn her life around.*

How do we remain objective and judge benefit in these two situations? Three factors in sequence:

1. Look at the likely “before and after” question
 - a. The benefit that this opportunity will bring to them as a person and how it will help take them from where they are now to build a different future.
 - b. Imagine a graph. Put a point on this graph representing where you think this applicant is now around their technical and personal skills. Then consider where you think you could get this person to in a years' time from the PTYF programme. The person that has the greatest differential between these two points is the person whom you can most 'value add' to and therefore the person that should most highly score on this selection criteria.
2. Okay but.... Ask yourself 'do I believe it?' It's not about lie detection. It is about the change and benefit that the applicant is describing being realistic and achievable. This is crucial. Can they link the change the programme will bring them to tangible steps? Is it just a vague hope?
3. Ask... To what extent is the change they are describing dependant on the Passport to your Future programme or is it likely to happen anyway

So the person who scores highest on benefit is someone who

- a) We can see that their position at the end of the programme will be a greatly changed
- b) We can actually see that the change is possible and realistic
- c) It is largely dependent on the programme and not something that would almost certainly happen anyway.

Consider these three points throughout the recruitment process and make a judgement call.



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How to score the applications.



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PART 2.

How to score the applications.

TO SCORE YOUR APPLICATIONS- please follow the following guidelines.

There is an attached excel sheet to carry out your scoring on.

Question no.	Question	Details of how selection criteria to be split.	Which selection criteria is this meeting?	Advice notes
1.	Tell us what it is about the following that makes you so passionate and enthusiastic: 1. Being outdoors 2. Learning the hands on skills needed to look after gardens or parklands and landscapes with a rich history. 3. Learning how to bring the spirit of these places alive for all to enjoy and how to engage with the National Trust’s visitors;		Somebody that shows passion and enthusiasm for being outdoors and learning the hands on skills needed to look after gardens or parklands and landscapes with a rich history and who shows they want to bring the spirit of these places alive for all to enjoy.	This question will be scored out of 3.
2.	Imagine you have spent a year as a Passport to your Future trainee and you have learnt the skills in the Heritage Skills Passport. Can you tell us how you might like to continue your career path in each of the following: 1. Looking after heritage gardens or parklands		Somebody that shows a commitment to pursue a career path in looking after heritage gardens or parklands and landscapes and bringing them to life with stories that offer people inspiring, enjoyable and memorable experiences of	This question will be scored out of 3.



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		and landscapes. 2. Bringing these historic places to life with stories that offer people inspiring, enjoyable and memorable experiences. Why it is important to you to spend your life doing this?	our places.	
3.	Can you tell us about	The benefit that this opportunity will bring to you as a person;	Somebody that can demonstrate that they will benefit from this experience by:- <ul style="list-style-type: none"> Describing the benefit that this opportunity will bring to them as a person; how it will help them to build a different future and what impact this will have. 	This question will be scored out of a total of 3. This question is about how much the person will benefit from being given this opportunity; how it will help them to build a different future and the difference it will make to them. Note that the candidate should be able to link the benefit directly to the PTYF programme. For example you may want to consider a lower score if the benefit would happen regardless of PTYF.
		How it will help you succeed and reach your goals?	Somebody that can demonstrate that they will benefit from this experience by:- <ul style="list-style-type: none"> Describing how this opportunity will help them reach their potential. 	This question will be scored out of 3. Remember the guidance notes – is the benefit realistically achievable and dependant on the PTYF programme? This question is about value adding. If you can imagine a graph where each candidate has their start point at the beginning of the year and their finish point at the end of the year. These points indicate the technical and personal skills that a person has. Who is the person that will have the greatest differential



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				<p>between these two points and will therefore be the person whom you can most ‘value add’ to.</p> <p>Note that the candidate should be able to link the benefit directly to the PTYF programme. For example you may want to consider a lower score if the benefit would happen regardless of PTYF.</p>
		<p>How it will help you take you from where you are now to build a different future.</p>	<p>This question tests two selection criteria. Somebody that can demonstrate that they will benefit from this experience by:-</p> <ul style="list-style-type: none"> ◦ Describing the benefit that this opportunity will bring to them as a person; how it will help them to build a different future and what impact this will have. ◦ Describing how this opportunity will help them reach their potential. 	<p>This question will be scored out of a total of 3.</p> <p>This question is about how much the person will benefit from being given this opportunity; how it will help them to build a different future and the difference it will make to them. The second part of the question is about value adding. If you can imagine a graph where each candidate has their start point at the beginning of the year and their finish point at the end of the year. These points indicate the technical and personal skills that a person has. Who is the person that will have the greatest differential between these two points and will therefore be the person whom you can most ‘value add’ to.</p> <p>Note that the candidate should be able to link the benefit directly to the PTYF programme. For example you may want to consider a lower score if the benefit would happen regardless of PTYF.</p>



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		<p>Why it is that Passport to your Future will help you to achieve this rather than any other opportunity?</p>	<p>Somebody that can demonstrate that they will benefit from this experience by:-</p> <ul style="list-style-type: none">Describing the benefit that this opportunity will bring to them as a person; how it will help them to build a different future and what impact this will have.	<p>This question gives you the evidence for the above two questions and the one below and you may want to consider a lower score for the above questions if the benefit would happen regardless of PTYF.</p>
		<p>The journey you have been on in your life that has brought you to where you are now?</p>	<p>Somebody that can demonstrate that they will benefit from this experience by:-</p> <ul style="list-style-type: none">Describing the benefit that this opportunity will bring to them as a person; how it will help them to build a different future and what impact this will have.	<p>This question will be scored out of a total of 3.</p> <p>This question is about how much the person will benefit from being given this opportunity; how it will help them to build a different future and the difference it will make to them.</p> <p>Note that the candidate should be able to link the benefit directly to the PTYF programme. For example you may want to consider a lower score if the benefit would happen regardless of PTYF.</p>



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What do the scoring figures mean?

Score	0	1	2	3
All questions.	Does not meet the criteria.	Meets the criteria partially.	Meets the criteria.	Exceeds the criteria.

- a. You should write some prose at the end of each question to give reasons for your decision. This should just be 2 or 3 short statements about why you have scored as you have.
- b. You should just concentrate on the answers to the questions and should not concentrate on or be influenced by the quality of the media.

We hope the above guidelines will enable you to easily differentiate between the different types of application.

If you have any questions about this, please contact Claire Poulton, Project manager on 07796447902 or Claire.poulton@nationaltrust.org.uk



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**Inviting to
interview.**



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PART 3.

Inviting to interview.

Please use the following e mail template to invite people to interview. You can adapt it to your own needs.

Dear

Thank you for applying for a place on the National Trust's Passport to your Future programme. We believe this is a really exciting opportunity and are pleased that you have applied.

Husnara Bibi, a year 1 Passport to your Future trainee at Back to Backs in Birmingham says....'It is a brilliant scheme and you will not regret making that application'

We are delighted to invite you for a first interview for the position of [INSERT POSITION TITLE] on [INSERT DATE HERE] at (INSERT PROPERTY).

At the first interview we will be doing the following:-

- 1. We will tell you a little more about the Passport to your Future project.*
- 2. We will be measuring the benefit that you will gain from having a place on the Passport to your Future scheme.*
- 3. We will be looking at whether you have the abilities and skills to do the traineeship. (You will find the abilities and skills that we require on the document called 'What are we looking for in a Passport to your Future Trainee')*

See http://www.yourfutureyourhands.org.uk/the_properties/).

- 4. We will show you other opportunities that are available on the site, if you are unsuccessful in gaining a place on the Passport to your Future programme.*



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We are inviting everybody that has applied to this first interview and from this we will choose a few people to come to a second interview.

The timetable for the day will be as follows:-

Please wear casual clothes that are warm. You will be working outside.

We would like you to meet (person name and photo) at (time) at (place).

(We are enclosing some information about and photos of the people that you will meet at your interview).

Please could you let us know whether or not you are able to attend this interview by (Date)?

Please could you also tell us if you have any access needs you require to attend the interview or if you are bringing somebody to support you?

We will need to get a copy of your passport at the interview. This is for verification purposes only (Asylum and Immigration Act 1996).

Should you have any questions at all or any access requirements then please do not hesitate to contact us. We look forward to meeting you.



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The interview process.



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PART 4.

The Interview process.

The aims of the interview are to:-

1. Provide information to help select the candidate based on the selection criteria.
2. To make sure there are no barriers to enabling somebody to reach their potential.
3. To ensure the candidate leaves with a good feeling about the interview and the whole experience even if they are not successful and that they become an advocate for the Trust within their own community.
4. To make sure the participants are engaged with the project, even if they are not appointed.
5. To enable the property to sign post the applicants to other opportunities at the property, so that the applicants are able to engage with the property in the long term even if they are not able to get a placement on the Passport to your Future scheme. This will help us increase diversity across the property.
6. To confirm eligibility to work in the UK.

The interview is a two stage process.



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**The first round
interview.**



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FIRST ROUND INTERVIEW.

For this cohort we have decided to invite everybody that has applied to the first round interview.

The aims of the first round interview are:-

1. To test the following selection criteria.
 - a. Somebody that can demonstrate that they will benefit from this experience by:-
 - i. Describing the benefit that this opportunity will bring to them as a person; how it will help them to build a different future and what impact this will have.
 - ii. Describing how this opportunity will help them reach their potential.
 - b. The ability and skills to carry out the tasks required. The abilities and skills that are required can be seen on the document ‘What are we looking for in a Passport to your Future Trainee at property name’. (This pdf document can be found on the property page).
2. To find out the skills, abilities and interests of the candidate, so that you have enough information to sign post the applicant to other opportunities at the property if they are not successful in obtaining the traineeship. You have put a lot of effort into engaging with people that are underrepresented in the Trust; this is about engaging with people from the target groups and showing them other ways in.

Things for you to think about for the first round interview.

1. Make sure the interview is accessible and enjoyable and informal for our target groups.
2. How are you going to run the interview to make sure that **everybody** attending is able to reach their potential?
3. Do you want to involve a number of your staff and some of your volunteers in the interview? This is so that
 - a. You have the opportunity to run a number of activities so that each candidate has time to show you evidence against the selection criteria.
 - b. The staff and volunteers feel an ownership for the selection of the candidate.
 - c. They gain a good understanding of what the project is about.
 - d. Please make sure that the staff/ volunteers involved have a good understanding of the aims of the project before the candidates arrive and know precisely what their role is in the process.
4. Think about the ‘Staging and the set’.



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- a. Make sure that the experience is inclusive and welcoming.
 - b. Can you make the property feel like a vibrant and stimulating place?
 - c. Can you surprise the applicants a bit- break down their preconceptions- a number of your target audience will have never visited a NT property and may have ideas of ‘stuffy and conservative’.
 - d. Can you think carefully about what you are going to wear and how you are all going to present yourselves? Make sure your clothes are not too formal and that you look approachable. (We are asking candidates to wear casual).
 - e. Discuss openly amongst those staff involved in the selection process about what really matters before the candidates arrive. Does it matter if somebody wears different clothes to yours? Think about your inclusive training at Heelis.
5. Before the interview, please make sure the candidates are sent the following information.
- a. A detailed itinerary.
 - b. Information about and photo of anybody involved in the interview to enable the candidates to connect with the interviewers before they come.
 - c. Details of a place and person to meet near where they would park.
 - d. A request for details of any special access needs. **This must legally only be about access needs required for the interview and not about reasonable adjustments required to do the job.**

Suggested format for first round interview.

Each property is likely to run their first interview in a different way. Below is a suggested format.

1. You can either ask people to all arrive at the same time, or do you want to invite them in small groups of say four to ten?
2. When people arrive the itinerary **could** include:
 - a. A talk about the project from the line manager. (There is a Powerpoint available to support this, which has already been sent to you). Appendix 2 has some notes to support you to deliver this Powerpoint.
 - b. A circuit of activities which will include:-
 - i. An individual interview of ten to fifteen minutes, which should be run by yourself as line manager and one other person. In this you will test:-

Somebody that can demonstrate that they will benefit from this experience by:-



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1. Describing the benefit that this opportunity will bring to them as a person; how it will help them to build a different future and what impact this will have.
2. Describing how this opportunity will help them reach their potential.

The questions to test this are set out in the table below.

ii. A practical test.

Set a **series of** short activities that test whether the candidate has the skills and abilities to do the role. (see ‘What are we looking for in a Passport to your Future Trainee at (property name)’ for details of which skills and abilities should be tested for here). This should be measured (see detail below). This should be run and measured by an appropriate member of staff separate from yourself. (You will not have time).

iii. Finds out about candidates skills and interests. This will not be scored, **but brief notes should be taken so that each candidate can be successfully sign posted to appropriate opportunities on site if they are unsuccessful in their application for this role.** This could be done in a number of ways.

1. The volunteer coordinator or VE manager could talk to each person individually for about 5 minutes. (remember this is not scored).
2. The volunteer coordinator, the VE manager or other appropriate member of staff or volunteer, could have a round the table discussion, with about 6 or 7 candidates in each group, where they talk to them about their skills and interests and the opportunities available.
3. Volunteers already working at the property could come and talk to candidates about their role, engaging the candidates in the possibilities at the property and finding out what they would be interested in.

Please ask the person running this session to make notes about what the person is interested in and the opportunities they think may match this person, so that you can contact them at a later stage and appropriately sign post them to specific roles on site if they are interested.



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SCORING AT THE FIRST ROUND INTERVIEW.

What do the scoring figures mean?

Score	0	1	2	3
All questions.	Does not meet the criteria.	Meets the criteria partially.	Meets the criteria.	Exceeds the criteria.

You should write some prose at the end of each question to give reasons for your decision. This should just be 2 or 3 short statements about why you have scored as you have.

PLEASE REMEMBER THE INFORMATION ABOUT THE JUDGEENT CALL ON PAGE 11.

THE TABLE BELOW SHOWS HOW YOU WILL SCORE IN THE FIRST ROUND INTERVIEW:

You could use a copy of the table below to score each applicant.



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	Question	Which selection criteria is this meeting?		Score	Advice notes
1.	<p>Can you tell us about the benefit that this opportunity will bring to you as a person;</p> <p>how it will help you to build a different future;</p> <p>what difference this will make to you?</p>	<p>Somebody that can demonstrate that they will benefit from this experience by:-</p>	<p>Describing the benefit that this opportunity will bring to them as a person;</p>		<p>This selection criteria should be tested by the line manager and one other person in a short interview.</p> <p>This selection criteria has been divided into three parts. This question will be scored out of a total of 3.</p> <p>This question is about how much the person will benefit from being given this opportunity; how it will help them to build a different future and the difference it will make to them.</p> <p>You need to consider</p> <ol style="list-style-type: none"> 1. The differential change there will be to this person compared to the others you have interviewed as a result of being given THIS opportunity. 2. Do you believe what you are being told- do the steps make sense- do a reality check. 3. Does the benefit relate to PTYF – to what extent is the change they are describing dependant on PTYF. Could they open the doors for themselves, or are they dependant on a programme like PTYF to open the doors for them.
			<p>how it will help them to build a different future</p>		
			<p>and what impact this will have.</p>		



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					Consider these three points and make a judgement call. Take a balance of the criteria.
2.	If you were to become a Passport to your Future trainee, what steps would you take during the year, to help take you from where you are now, help you succeed and reach your goals?	Somebody that can demonstrate that they will benefit from this experience by:-	Describing how this opportunity will help them reach their potential.		<p>This selection criteria should be tested by the line manager and one other person in a short interview.</p> <p>This question will be scored out of 3</p> <p>This question is about value adding. If you can imagine a graph where each candidate has their start point at the beginning of the year and their finish point at the end of the year. These points indicate the technical and personal skills that a person has. Who is the person that will have the greatest differential between these two points and will be the person whom you can add most value to?</p> <p>You need to consider</p> <ol style="list-style-type: none"> 1. The differential change there will be to this person compared to the others you have interviewed as a result of being given THIS opportunity. 2. Do you believe what you are being told- do the steps make sense- do a reality check. 3. Does the benefit relate to PTYF – to what extent is the change they are describing dependant on PTYF. Could they open the doors for themselves, or are they dependant on a programme like PTYF to open the



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					doors for them. Consider these three points and make a judgement call. Take a balance of the criteria.
3.	Did this person demonstrate the skills and abilities required to do the job as listed in 'What are we looking for in a Passport to your Future Trainee' See http://www.yourfutureyourhands.org.uk/the_properties/	This person has the ability and skills to carry out the tasks required.			<p>This should be tested in a separate series of physical activities by a different member of staff to those doing the interviewing.</p> <p>Please note that we are NOT looking for the person who is most able to do this physical activity or the person with the highest score. We are just looking at each person to make sure they have the baseline skills to do the job.</p> <p>To score this please put people into one of the three categories below:-</p> <ol style="list-style-type: none"> 1. Have the abilities and skills to do the job. 2. Only partially have the abilities and skills to do the job but we can, as a property, find strategies to enable them to do the job. 3. Cannot do the role because the applicant only partially has the abilities and skills to do the job, and we as a property, cannot find strategies to enable them to do the job. 4. Cannot do the role because the applicant does



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					not have the ability and skills to do the job. If people fall into categories 1 and 2, you can put them into those that you can consider for the second interview. If they fall into category 3 and 4, you cannot consider them for the second interview.
	TOTAL				
	Notes about candidate.				



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For the first interview we would ask that you ask the same questions as in the guidance, to make it consistent across all properties. I understand that these questions are quite similar to those in the application, but this will give you more of an opportunity to tease information out.

The guidance from Emma Howard on the recruitment team is that:-

You should ask the main question as set out in the guidance. However once you have asked each main question, and people have given you answers, you can ask probing questions to tease out more information as the candidate answers your questions.

These questions should be open ended.

For example:

1. Can you tell me a little more about that?
2. Can you explain?
3. Can you give examples?
4. What elements.

If the candidate says ‘I think I will benefit because I am having problems getting back into work because of mental health issues. You may say :

‘What elements of this role will help you with that’.

You would not say ‘please tell us more about the mental health issues’.

If the candidate wants to tell you more, then that is fine, but do not push them to say more than they naturally divulge.

Ask for more information.

DO NOT LEAD PEOPLE TO ANSWERS.

Probe for more information if you are not getting full answers.



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The scores from this interview should be added to the scores for the application and should be used for selecting the appropriate people for the second interview.



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**The second round
of interviews.**



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SECOND ROUND OF INTERVIEWS.

You should be using the **applications** and the **results of the first round of interviews** to choose people to come to the second round interview. The number of people that you invite to the second round interview is down to the property, but it would seem that four to six would be a good number, giving each person a short interview.

These interviews should still follow the guidance set out for the first interview.

1. *The process should provide information to help select the candidate based on the selection criteria.*
2. *You should make sure there are no barriers to enabling somebody to reach their potential.*
3. *Ensure the candidate leaves with a good feeling about the interview and the whole experience even if they are not successful and that they become an advocate for the Trust within their own community.*
4. *Make sure the participants are engaged with the project, even if they are not appointed.*
5. *It is important that you keep a written record, so if you are challenged, you have written evidence.*
6. *It is also important that equal opportunities are applied and that more than one person is interviewing.*
7. *Make sure the interview is accessible and enjoyable and informal for our target groups.*
8. *Think about the ‘Staging and the set’.*
 - a. *Make sure that the experience is inclusive and welcoming.*
 - b. *Think carefully about what you are going to wear and how you are all going to present yourselves.*
9. *Before the interview, please make sure the candidates are sent the following information.*
 - c. *A detailed itinerary.*
 - d. *Information about and photo of anybody involved in the interview to enable the candidates to connect with the interviewers before they come.*
 - e. *Details of a place and person to meet near where they would park.*
 - f. *A request for details of any special access needs for the interview.*
 - g. *Proof of eligibility to work in the UK.*
10. *If the interview is a barrier for certain people, they will be able to bring in a companion to support them and to talk for them*



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What will happen in the second interview?

We will be testing all the selection criteria.

- 1. Somebody that shows passion and enthusiasm for being outdoors and learning the hands on skills needed to look after gardens or parklands and landscapes with a rich history and who shows they want to bring the spirit of these places alive for all to enjoy.**

Ask them to take you on a tour of the gardens/ parkland and for them to tell you what they love about and what inspires them about your place and why they are passionate about putting over their enthusiasm of the place and its stories to visitors.

This question will be scored out of 3

- 2. Somebody that shows a commitment to pursue a career path in looking after heritage gardens or parklands and landscapes and bringing them to life with stories that offer people inspiring, enjoyable and memorable experiences of our places.**

Ask them ...What do you see yourself doing in 5 years' time and how do you think the experience of this Traineeship will help to get you there?

This question will be scored out of 3

- 3. Somebody that can demonstrate that they will benefit from this experience by:-**
 - a. Describing the benefit that this opportunity will bring to them as a person; how it will help them to build a different future and what impact this will have.**
 - b. Describing how Passport to your Future will help them do this as opposed to any other opening?**
 - c. Describing how this opportunity will help them reach their potential.**

Contact them before the interview and ask them to prepare a way to answer the question: 'Tell us about the benefit this opportunity will bring to you and the difference it will make; the steps and the journey you need to take on this programme to make this happen and what the journey will look like for you'.

They could.....

1. Do a mime.
2. Bring an object.
3. Prepare with your support worker an interview which answers the question.
4. Prepare a Presentation
5. Bring a picture you have drawn.



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In fact anything they want.....they just need to use their imagination to think about which way will work best for them.

This question will be scored out of 3

4. The ability and skills to carry out the tasks required.

Ask some questions that directly test the ‘abilities and skills required to do the job’ that are set out in your document ‘What are we looking for in a Passport to your Future trainee at *property name*’.

There are some example questions below.

Please note that we are not looking for the person who is most able to carry out the abilities and skills to do the role or the person with the highest score. We are just looking at each person to make sure they have the baseline skills to do the job.

To score this please put people into one of the four categories below:-

- 1. Have the abilities and skills to do the job.*
- 2. Only partially have the abilities and skills to do the job but we can, as a property, find strategies to enable them to do the job.*
- 3. Cannot do the role because the applicant only partially has the abilities and skills to do the job, and we as a property, cannot find strategies to enable them to do the job.*
- 4. Cannot do the role because the applicant does not have the ability and skills to do the job.*

If people fall into categories 1 and 2, you can put them into those that you can consider for the role.

If they fall into category 3 and 4, you cannot consider them for the role.

Motivation, staying power

The Traineeship involves 12 months of demanding work in a new environment and we need to be sure that all trainees will complete the Traineeship.

- a. Can you tell us of a time when you have really had to persevere to reach a goal. Why was it so challenging?
- b. What qualities did you demonstrate that enabled you to succeed?
- c. What did you learn from the experience that will help you in this Traineeship?



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Inter-personal skills and problem-solving

Typically, when working in a heritage organisation you will often have to work alone under your own initiative and then at other times, as an important member of a team, in order to ensure that important deadlines are met or that work is completed.

- a. Can you tell us of an experience when you have had to work individually and of another when you have had to work as a member of a team? Which did you prefer and why?
- b. Can you also give an example of a particularly difficult situation you’ve faced when dealing with other people, either a member of the public, or a manager or fellow team members. What did you do to help resolve it? What did you learn?

Or plan some more practical activities to further test whether they have the abilities and skills to do the role.



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After the interview.



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Once offers of traineeships have been accepted, unsuccessful candidates will be informed and will be offered constructive feedback, should they want it, on their interview performance to support them in future interview situations. It is the Trust's desire and intention that anybody attending an interview will leave feeling satisfied that they have been fairly and professionally treated and will communicate a positive message of the Trust and their experience with it.

You should then use the opportunity to sign post unsuccessful candidates to other opportunities at the property based on what you have learnt at the first interview.

A suggested template for this process is included below.

Dear [Candidate First name]

Re: [VACANCY REF] / [VACANCY JOB TITLE] based at [PROPERTY]

Thank you for attending the interview for the above position on [DATE]
with [INTERVIEW PANEL]

This letter confirms that unfortunately you have been unsuccessful on this occasion. However having met you, we wondered if you would be interested in applying for (VOLUNTEERING POSITION) at this property. We feel this would fit in with your skills and interests for example: (LIST SKILLS AND INTERESTS). (PERSON NAME) would be really pleased to talk this through with you, if you would like to contact them on (PHONE NUMBER AND E MAIL ADDRESS).

Volunteering for the National Trust is definitely a really positive introduction to the National Trust and a good way in.

If you would like more information about volunteering please see
<http://www.nationaltrust.org.uk/get-involved/volunteer/>

Alternatively you may prefer to visit our website www.nationaltrustjobs.org.uk where we have a variety of roles available across various levels and sectors.

Otherwise we hope that this does not discourage you from applying for other suitable roles within the National Trust as and when they arise. Details of all our vacancies can be found on our website www.nationaltrustjobs.org.uk.

If you would like to receive further feedback, please do not hesitate to contact [NAME] on [TELEPHONE NUMBER/EMAIL.]

I would like to thank you for the interest you have shown in the National Trust and the Passport to your Future programme and wish you every success in the future.

Yours sincerely

[Name]

[Job Title]

[Department]



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**What is next?
Contract; individual
needs accessibility
needs audit.**



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PART 5.

The Contract.

Contracts will be issued by the People Service Centre once you have processed the offer in the iRecruitment system. Terri-Lynn Walker will support you through this process as needed. If the candidate you have appointed is not listed as an applicant in the online vacancy, or if you wish to appoint at an age-related minimum wage (less than £6.31 per hour) please contact Terri-Lynn at Terri-Lynn.Walker@nationaltrust.org.uk

Terri-Lynn is our contact at the People Service Centre.

Terri-Lynn will then organize for the recruitment team to send out the contract, take up references and set up the pay roll. Pre-employment checks that will be carried out include a medical questionnaire which is collected by the Trust's Occupational Health provider. Relevant information from the questionnaire will be forwarded to you to reference in the Individual Accessibility Needs Audit.

PART 6.

Individual Accessibility Needs Audit and Core Skills.

With my experience of running the project I am beginning to learn just how crucial this document is. This document will help you avoid issues later on.

As soon as you have offered the job to a candidate, you need to do an Individual Accessibility Needs Audit for that individual. More guidance about carrying out this Audit with your new employee will be available in due course.

This will look at the property and the skills that they will learn; look at the barriers they will face in doing these and the strategies you can put in place to help them overcome the barriers.

Please could you invite your trainee back to the property as soon as you can to do the accessibility needs audit? We need time to put in strategies to enable the trainee to start on day 1.

Use the original Accessibility Needs audit as a template for the individual's Accessibility Audit.

As soon as you have done the Individual Accessibility Needs Audit, please could you send me a copy and the following information?

1. The training support that you would like yourself and your team to have before the trainee starts
2. The resources you need to have put in place before your trainee starts e.g. specific software etc..



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3. Any grant funding that you will need to set (2) up
4. Any mentoring support that you would find valuable to enable you to work with your trainee
5. Any external mentoring support that you think your trainee would find useful to enable them to get through the year
6. Support that you will require from partner organizations.

Please could you let me know about any of the above as soon as possible as it takes time to set these things up and if we do not get enough notice this may delay the start of your trainees placement.

At the same meeting as above you need to ask the individual to do a self-assessment on the Personal development Skills part of the Heritage Skills Passport so that training and strategies can be put in place for this part of the Passport.

We have found that trainees have not been totally honest in this meeting, because they think if they are honest; the job offer will be withdrawn. Please could you reassure them that this is not what this process is about. It is about making sure the support they need is in right from the start.

PART 7.

Heritage Skills Passport planning sheets.

You need to start working on the planning sheet for the delivery of the Passport as soon as you receive the passport.

PART 8.

Start of placement.

The placement starts May 2014. We will aim to start every trainee on the same day. The two week induction, is clearly set out in the Heritage Skills Passport. You need to use this as guidance and deliver the skills set out in this section.



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Appendix.



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Appendix 1.

Application Form

The following sets out the questions that have been asked in the application form.

Postal Application Form

Please answer the following questions and save this document. Then send it to the property you are applying to. Please see http://yourfutureyourhands.org.uk/the_properties/ for a full list of properties and addresses.

You can apply only once, multiple applications to more than one property will not be accepted. Please do not supply any information, such as a CV, only responses to the selection criteria will be considered.

Property	
Name	
Address	
Email address	
Telephone number	
Mobile number	
Please detail any particular access requirements or health conditions (e.g. medication or allergies) that we should be aware of for the interview.	



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Driving Licence

Please complete if driving is a requirement of the role as set out in the Role profile.

Do you hold a full, current UK driving licence?	
Do you have access to a vehicle	
Please indicate the nature of any current endorsements	

Criminal Offences

Do you have any convictions (including cautions, warning, fixed penalties or reprimands) that are not considered 'spent' under the Rehabilitation of Offenders Act?	
If you are unsure of what this means, guidance is available on our jobs website: www.nationaltrustjobs.org.uk	
If yes, please provide details here including the date, nature of offence and any penalty incurred.	
Did you attend a Taster day?	
How did you find out about the 'Passport to your Future'	



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project?

Eligibility

Are you legally entitled to work in the UK?

If yes, please indicate on what basis: e.g. UK passport holder

Interested parties

In accordance with our Equal Opportunities policy, and to ensure an unbiased selection process, if you have any close friends and/or relatives currently employed by the National Trust, please detail their name, relationship to you and where they work.

Application details

Did you attend a Taster day?

How are you Applying (application form, powerpoint, pictorial application, film on YouTube)?



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Please note you can answer the following criteria in this word document, in a PowerPoint presentation, through a Pictorial application or by submitting a link to a YouTube video. Please refer back to the website for full details.

1. Tell us what it is about the following that makes you so passionate and enthusiastic?
 - a. Being outdoors

 - b. Learning the hands on skills needed to look after gardens or parklands and landscapes with a rich history.

 - c. Learning how to bring the spirit of these places alive for all to enjoy and how to engage with the National Trust’s visitors;

(250 words max for this whole question).

- b. Imagine you have spent a year as a Passport to your Future trainee and you have learnt the skills in the Heritage Skills Passport.

Can you tell us how you might like to continue your career path in each of the following:
 - a. Looking after heritage gardens or parklands and landscapes.



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- b. Bringing these historic places to life with stories that offer people inspiring, enjoyable and memorable experiences.

Why it is important to you to spend your life doing this?

(maximum 250 words for the whole question).

Can you tell us about:

- a. The benefit that a place on the Passport to your Future scheme will bring to you as a person? (maximum 250 words)



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b. How it will help you succeed and reach your goals? (maximum 250 words)

c. How it will help you take you from where you are now to build a different future? (maximum 250 words)

d. Why it is that Passport to your Future will help you to achieve this rather than any other opportunity? (maximum 250 words)



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e. The journey you have been on in your life that has brought you to where you are now?

(maximum 250 words)



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Appendix 2

Notes to accompany Powerpoint, introducing the project at the first interview.

- i. A short introduction to the property.
- ii. The objectiveness of the Passport to your Future project.
- iii. The selection criteria.
- iv. What you will do:-
 1. Take a HSP in Managing historic gardens / Managing historic parklands and landscapes.
 2. What is the Managing historic gardens / Managing historic parklands and landscapes HSP?
 3. You will take it at level 1, 2 or 3.
 4. The Passport is divided into....
 - a. Skills areas
 - b. Units- some optional; some compulsory.
 - c. Learning outcomes
 - d. Assessment criteria
 5. The skills areas in the Managing historic gardens / Managing historic parklands and landscapes Passport
 6. The support structure
 7. Assessment methods
 - a. Direct observation.
 - b. Inspection of the end result
 - c. Oral questions or Written questions
 - d. Trainee written or collected evidence
 - e. Witness statement
 8. Induction
 9. Action planning meeting to design the year training plan in the first two weeks.
 10. Action planning meeting once a month.
 11. How you will learn the skills in the Heritage Skills Passport.
 - a. On-the-job training from line managers, other staff and volunteers at the property-level and regional or central specialists.
 - b. Group training opportunities by national experts with other PTYF trainees.
 - c. Internal and external job-shadowing opportunities.
 12. Career development
 13. You will leave with....The outcomes for the candidates at the end of the year.
 - a. Skills
 - b. Experience
 - c. Training
 - d. Passport
 - e. Portfolio
 - f. Reference
 - g. Certificate
 14. Are you interested? What to do next.....



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15. Information about the Managing historic gardens / Managing historic parklands and landscapes strategy for the property.
16. A description of how the placement fits into this.



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Appendix 3

The application questions:

1. Tell us what it is about the following that makes you so passionate and enthusiastic:
 - a. Being outdoors
 - b. Learning the hands on skills needed to look after gardens or parklands and landscapes with a rich history.
 - c. Learning how to bring the spirit of these places alive for all to enjoy and how to engage with the National Trust’s visitors;
2. Imagine you have spent a year as a Passport to your Future trainee and you have learnt the skills in the Heritage Skills Passport. Can you tell us how you might like to continue your career path in each of the following:
 - a. Looking after heritage gardens or parklands and landscapes.
 - b. Bringing these historic places to life with stories that offer people inspiring, enjoyable and memorable experiences.Why it is important to you to spend your life doing this?
3. Can you tell us about:
 - a. The benefit that a place on the Passport to your Future scheme will bring to you as a person;
 - b. How it will help you succeed and reach your goals;
 - c. How it will help you take you from where you are now to build a different future;
 - d. Why it is that Passport to your Future will help you to achieve this rather than any other opportunity?
 - e. The journey you have been on in your life that has brought you to where you are now?



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Appendix 4

The applicant can choose one of the following methods to apply.

By post

Please send your completed application form to the property you're applying to. You'll need to complete the short contact details form and answer the three questions. You can answer the questions in writing or through a pictorial application. ***If as a Line Manager you accept this type of application, please make sure that the candidate has filled in the compulsory part of the application as well as the questions. These details can be seen in appendix 1 of this document.***

Written application:

If you are going to answer through written answers, you need to answer each question in no more than 250 words.

Pictorial application:

You can answer your three questions through the use of pictures. To do this you should use no more than one piece of A4 paper per question. You can label your picture, but add no more than 50 words per question of explanatory text.

Online application

Simply go to the Apply page of the property you wish to apply to and follow the link to the job on our main careers site. You can apply through an online application form. You should use no more than 250 words to complete each question.

PowerPoint presentation

You can also apply by producing your own PowerPoint presentation, as long as it ONLY addresses the 3 questions. You should use no more than 250 words to complete each question. It is possible to attach images in addition to the text.

Pictorial application

If your pictorial application is already digital or it can be scanned in, then submit it on the Apply page. Please make sure that you're answering the three questions in your pictorial application. Any other information will not be taken into consideration. To do this you should use no more than one piece of A4 paper per question. You can label your picture, but add no more than 50 words per question of explanatory text.

Film attached to YouTube

You can create a 5 minute digital film that answers the three questions. No other information will be taken into consideration. The film will be uploaded to YouTube. The URL of the video will be attached to the application on the backend of the web site.