



RECRUITMENT POLICY

1. Purpose

This policy aims to provide guidance and assistance to all those involved in the recruitment and selection of employee's at the Company. It outlines the principles and procedures that are to be followed in the recruitment and selection process. This policy is designed to ensure that recruitment standards are consistent, appropriate and free from discrimination or bias to all employees.

2. Scope

This policy and procedure covers all activities that form part of the recruitment and selection process and is applicable to all staff recruitment. In order for the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and follows it.

Ultimately it is the responsibility of the senior management team, including Heads of Departments, in conjunction with HR to ensure that this is the case.

3. General Policy Statement

The Company is committed to ensuring that all employees are recruited using a fair and effective process in line with current employment legislation and good practice, and in doing so, the principals of equality are adhered to at all times.

From time to time the company may find it necessary to amend the recruitment process during times of organisational change.

4. Roles and Responsibilities

Managers

It is the responsibility of managers to ensure that the appropriate recruitment process is followed in accordance with this policy.

Managers should ensure that all stages of the recruitment process are fully documented and all documentation is forwarded to HR at the end of the process.

Human Resources

Human Resources (HR) will provide support, advice and guidance to managers throughout the recruitment and selection process

5. Process

Managers must be careful not to include unnecessary criteria in adverts, job descriptions and person specifications that might potentially disadvantage or be construed as a breach of equality law (either directly or indirectly). For example they must not include anything that would exclude a disabled person from applying, unless this can be justified by the nature of the work. All criteria must be demonstrably linked to the requirements of the appointment.

5.1 Identifying / Reviewing the Vacancy

Prior to the recruitment of a new employee, it is important to review the vacancy and consider the following:

- What role needs to be carried out?
- Is this position essential to the business or can the budget be better used?
- Has the role changed in any way?
- Is this an opportunity to do things differently, to redesign the role?
- What skills, qualifications and competencies will be required to fill this role?

5.2 Approval to Recruit Form

Once the details of the role have been finalised the manager must complete the Approval to Recruit Form. Vacancies must not be advertised internally or externally until the Approval to Recruit Form has been fully authorised.

If the approval to recruit is for a direct replacement, then the form can be signed by the head of department and HR to authorise.

If the approval to recruit is for a new vacancy, this will have to be signed by the head of department, HR and the Chief Executive / Director to authorise.

5.3 Job Description & Person Specification

A job description and person specification must be produced or updated for any vacant post that is to be filled. The job description should accurately reflect the elements of the post.

The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.

5.4 Advertising

As a minimum all positions will normally be advertised internally to the group. This will help maximise equality of opportunity and provide staff with opportunities for career development, thus maintaining the skills and expertise of existing staff. In exceptional circumstances the senior manager for the department may waive the need to advertise.

Any vacancies that are advertised externally will initially be placed on the company website. External advertisements will be reviewed on a case by case basis depending on the job specification. This will be authorised by the recruiting manager and HR. External partners include Indeed, LinkedIn, Reed, Total Jobs and the local Job Centre.

It is the responsibility of the recruiting manager to draft the proposed advertisement and to forward it to HR. HR will place the advert and co-ordinate the responses to the advert. After

discussion with the manager, vacancies will be placed in the most appropriate and cost effective publications and / or job sites.

If after one or two weeks of advertising internally and externally no suitable applications have been received then placing the vacancy with a recruitment agency will be considered.

All vacancies placed with a recruitment agency must be done via HR who have preferential recruitment rates with selected agencies. After discussion with the manager, vacancies will be placed with the most appropriate agency(s) for the role.

5.5 Shortlisting

The application for vacancies received by the closing date will be forwarded to the recruiting manager for shortlisting or (if agreed prior) HR can complete the shortlisting of candidates on the recruiting manager's behalf.

Applicants must be chosen against the Person Specification and job description. It is the responsibility of the recruiting manager / HR at this stage to record (in writing) the reasons why an applicant is not shortlisted.

In accordance with Equality legislation, all candidates who have declared a disability and meet the minimum essential criteria for the role are guaranteed an interview and must be short-listed.

5.6 Inviting Candidates for Interview

When feedback is returned to the HR Department, they will invite the candidates for interview and make the necessary housekeeping arrangements for the interview.

This will include confirming if the candidates will require any reasonable adjustments prior to the commencement of the interviews, timetabling the interviews with the recruiting manager and arranging any pre-employment checks if appropriate. A job description should be sent to the candidate prior to the interview.

If managers are using additional forms of assessment at interview, candidates must receive details of this prior to interview with adequate notice to prepare as appropriate.

5.7 Interview Process

The exact interview process will depend upon the role.

For roles where the majority of the duties involve the use of the telephone the interview process should also include a telephone interview.

It may also be appropriate, dependent on the role, to also hold a group assessment interview.

If appropriate and providing the interview process involves other forms of assessment which involve meeting the candidate in person, a telephone / Skype / conference call interview may replace the individual face to face interview.

The order of the interview process will be determined by the role and the manager and after each stage a further shortlisting process may be carried out to reduce the number of candidates progressing to the next stage.

5.7.1 Interview Panel - where possible the interview panel should consist of a minimum of two people to ensure fairness and equity. If business needs permit HR can form part of the interview panel.

5.7.2 Preparation – Interviews must be planned in advance. This is a key part of the recruitment process and necessary to ensure that the interviews are conducted fairly and consistently and to ensure that a professional impression of the company is portrayed. The panel should meet prior to the interview to agree interview questions and format for the interview.

5.7.3 The Decision – Each candidate should be scored against their responses to questions and any assessment.

If there are a number of candidates whose scores are very close the panel may need to further discuss and objectively analyse each candidate's performance, before deciding who should progress to the next stage of the interview process or be appointed.

Comprehensive notes of how and why the decisions have been made should be taken.

5.8 Making the Job Offer

The manager is responsible for contacting the successful candidate and offering them the position, making it clear that the offer is subject to two satisfactory references.

It is best practice to telephone the successful candidate first and confirm their acceptance before contacting the unsuccessful candidates.

5.9 References

References should only be used to qualify the decision as to who is appointed and not be used as part of the interview process. Therefore all offers of appointment must always be made subject to references.

Following confirmation that a candidate has accepted the offer of appointment the HR team should obtain two references. References must be from the two most recent employers of the candidate, or educational establishments if they have been in full time education and do not have any work experience.

Personal references such as friends or relatives are not acceptable. Although where someone has not been in employment or further education for some considerable time, or for school leavers, a character reference from a professional person would be acceptable.

References provided by the candidate at interview or with their CV may be kept on file but two verbal references as detailed above must still be obtained even if it is from the same person who has already provided a reference.

Two satisfactory verbal references must be obtained before any candidate can commence employment.

Referees should not be contacted without the candidate's consent and the information provided should be treated as confidential by the Company.

If references are obtained via an agency the details must be checked against the information provided on the CV and at interview to ensure that details provided match the information provided by the candidate. Recruitment agencies do not accept liability for details in references and, therefore, it is the manager's responsibility to check their accuracy.

5.10 Feedback to unsuccessful candidates

The HR department is responsible for contacting the unsuccessful candidates to advise them verbally of the outcome of their interview / assessment.

5.11 Documentation

Comprehensive notes should be taken at all stages of the recruitment process and this should be sent to the HR department together with all scoring sheets for shortlisting and interviews which will be retained for a period of six months.

5.12 Offer Letter and Contract of Employment

The Hiring Manager is responsible for completing either the New Appointment Details Form or Change of Terms Form, depending on whether the successful candidate is external or internal. Once HR have received the completed and authorised documentation together with the candidates details a letter will be sent to the candidate confirming the offer of appointment.

A formal contract of employment will be issued when appropriate.

5.13 Prior to the New Employee Starting

It is the responsibility of the HR department to complete all pre-employment checks where necessary including two verbal references.

It is also the responsibility of the manager to ensure that all appropriate measures are in place for the new employee starting their appointment. The New user Request Form must be completed and submitted to IT Support prior to the employee start date giving sufficient time for equipment to be set up/ordered etc.

6. Induction

It is the manager's responsibility to liaise with the Learning and Development department to ensure that a local induction is carried out with the new employee on their first day and if applicable they are booked onto a Company induction course.

7. Equality Act

Under the Equality Act, the Company has a legal duty to make 'reasonable adjustments' in terms of employing disabled people. Managers should contact HR for advice and support if they receive any applications from disabled applicants.

Managers should also be mindful of the needs of disabled applicants when making arrangements for interviews. When inviting candidates for interview, managers must determine if they have any specific requirements for the interview. This must be done in both verbal and written invites.