



# Recruitment and selection policy

## 1 Purpose

- 1.1 We seek to employ the best individuals to fill our vacancies who possess the essential skills and attributes to meet the current and future needs of our business.
- 1.2 All individuals should be recruited solely on the basis of their ability and in accordance with our equal opportunity policy.
- 1.3 We will ensure that all information provided by applicants will be treated as confidential and, if successful, their details will be stored and controlled in line with the requirements of the Data Protection Act 2018.
- 1.4 This policy is not contractual, but aims to set out the way in which we manage our recruitment activities.

## 2 Scope

- 2.1 This policy applies to all recruitment activity, including internal promotions and secondments, and including roles that are filled on a fixed-term contract basis of more than three months' duration.

## 3 Procedure

- 3.1 Managers who have responsibility for recruitment must ensure they undertake this in a clear, consistent and professional manner and in line with our equal opportunity policy. Selection will be conducted on an objective basis and will focus on the applicants' suitability for the job and their ability to fulfil the job requirements.
- 3.2 To ensure objectivity, the duties and the skills required of the post-holder will be reviewed and any existing documentation updated so that candidates are assessed against the same framework. Person specifications will be carefully considered to minimise the risk of direct or indirect discrimination and to ensure they do not impose any condition or requirement which cannot be justified by the demands of the post, especially with regard to qualifications and previous experience. Shortlisting and interviews will, where possible, normally be conducted by two or more people to minimise the risk of inadvertent bias.

- 3.3 We use standard documents and forms for all recruitment and selection to ensure a professional and consistent approach.

### 4 Authorisation to recruit

- 4.1 Every vacancy will be subject to authorisation by the CEO. Before any authorisation is given, it is important to identify:
- whether, if this is not a new position, the workload can be absorbed into the current structure
  - whether there are any internal candidates who could transfer or develop the necessary skills
  - whether the role needs redefining
  - whether the overall structure of the team, department or business needs reviewing
  - whether our needs have changed and the role will still meet our business needs
  - whether there is the need for temporary cover if there is a gap between the current job holder leaving and the appointment of the replacement.
- 4.2 All recruitment costs that will apply to this position, such as relocation, recruitment, training, computer equipment, specific software and licences etc must be considered.
- 4.3 Each job description will outline the appropriate experience and qualifications required.
- 4.4 Recruitment will only commence once approval has been received.

### 5 Advertisements

- 5.1 To ensure that the best candidate is attracted and appointed, we may use any or all of the following methods: advertising the vacancy on the Internet (including our own website); external advertisement in an appropriate newspaper or journal; using networks including our own staff referral scheme (although balancing this with the need for diversity).
- 5.2 External recruitment advertising must reflect the requirements of the position and must be in line with our style and branding guidelines and portray a professional image.
- 5.3 Advertisements must be clear and should briefly cover:
- the requirements of the job
  - the necessary and the desirable selection criteria
  - a brief overview of our profile and culture, including being an equal opportunities employer
  - the location
  - the reward package
  - how to apply

- whether any employment checks will be made with relevant bodies (such as the DBS, FCA credit reference agencies etc).

### **6 Agencies and consultancies**

- 6.1 Where appropriate, the position may be placed with external providers, such as recruitment agencies or specialist select and search consultancies. Where these providers are used, they will be given a written brief, including the job description and/or person specification to ensure that the requirements are fully understood and candidates suitably matched to these requirements.
- 6.2 Fees for using any agency or consultancy must be negotiated in advance and their terms of business received and agreed prior to authorising them to start the search.

### **7 Applications**

- 7.1 All applications will be treated confidentially and handled in accordance with our data protection policy.
- 7.2 Applications will be circulated only to those directly involved in the recruitment process.

### **8 Internal applicants**

- 8.1 We encourage internal applications to ensure employee progression and development. With very few exceptions, all vacancies will be advertised internally to ensure that existing employees, and that agency workers are given the opportunity to apply and thus develop their skills and careers. This approach also gives us the following additional benefits: employees are made generally aware of career opportunities available to them; an internal candidate will already be familiar with our business, its policies, procedures, internal structure and systems; an internal candidate may be able to take up the post earlier than an external one and we save the cost and time involved in external recruitment.
- 8.2 However, vacancies will not be advertised internally where there is a reorganisation within a department and we have employees "at risk" of redundancy for whom we are seeking alternative posts, or where we have an obligation to place somebody in another post (such as a night worker who needs to change shift pattern for health or safety reasons or an employee returning from maternity/adoption/shared parental leave whose original job is no longer available). In these instances, the needs of the employee to be redeployed will take priority.

### 9 Candidates with a disability

- 9.1 At all stages of the recruitment procedure, reasonable attempts will be made to accommodate the needs of any candidate who has notified us of a disability. This may include changing the timing or location of any interview to enable the candidate to attend, providing information in different formats or larger type, etc

### 10 Shortlisting

- 10.1 The shortlisting process will include a review of each application against the requirements of the position.
- 10.2 Candidates who are not selected for the next stage of the selection process will be advised either by letter or email.

### 11 Selection methods

- 11.1 We may require candidates to undergo selection tests before, during or after any interview. Where this is appropriate, candidates will be informed prior to the test.
- 11.2 These additional tests may include presentations, report writing, skills or ability tests; or any other test that is deemed appropriate and relevant for the position.

### 12 Interviews

- 12.1 Shortlisted candidates will be invited to attend an interview, and will be provided with the relevant job description, together with location details, map/directions (where appropriate), and informed where to report and who to ask for.
- 12.2 We aim to give sufficient notice to candidates before the interview date to enable them to adequately prepare for this. However, in some circumstances due to time restraints and business needs, this might not always be possible.
- 12.3 If required, interviews may be conducted by a panel of at least two members of staff and will be chaired by a competent and trained manager. The chair of the interview panel will have ultimate responsibility for ensuring that a fair process is followed.
- 12.4 To protect us against claims of discrimination and ensure a fair process, a standard interview process and questions including a rating system will be completed for each interview.

- 12.5 Questions will ask for information that will help us to assess the candidates' ability to do the job. Questions about marriage plans, family intentions, religious or political commitments (unless there is a Genuine Occupational Requirement that applies to the vacant role), caring responsibilities (unless such questions are directly relevant to assessing a candidate's experience of the duties of the particular vacancy), or about any other issues which may give rise to suspicions of unlawful discrimination should not be asked. Candidates will not be asked whether they plan to opt-out of auto-enrolment, nor will any statements be made (whether written or verbal) that either state or imply that the offer of a post could depend on whether they opt-out of an automatic enrolment pension scheme.
- 12.6 At each interview, the interviewers will be introduced and an outline of the structure of the interview given. Candidates will be encouraged to:
- take the time they need to think about responses to questions
  - ask for clarification if any question is unclear
  - give as many examples as they can to support their answers.
- 12.7 For certain positions, second interviews may be arranged.
- 12.8 We will ensure that the process is not unlawfully discriminatory and will attempt to accommodate the particular needs of any person with a disability.

### 13 Post interview

- 13.1 After each interview, we will review each candidate's interview performance, as well as the results of any additional selection tests undertaken.
- 13.2 Interviewers should aim to reach consensus on the decision as to which candidate(s) is/are successful. In exceptional cases where this is not possible, the chair of the interview panel will have ultimate responsibility for making the final decision.
- 13.3 All unsuccessful external candidates will be informed in writing. Internal applicants will be advised in person why they have not been selected and offered feedback at a mutually convenient time.
- 13.4 Where a candidate was not offered the position, but it was felt that they were able to perform the duties and scored well during the selection process, they may (subject to their prior agreement) be retained on a reserve list, and should a similar role come up within a period of six months they may be contacted and invited to an interview.
- 13.5 Where an employee has undergone a recruitment process to fill a temporary position and that position subsequently becomes available then we may, at our discretion, appoint that individual into the vacant position without the need to re-interview.

### 14 Offers of employment

- 14.1 Offers of employment, both external and internal, may initially be made verbally but will always be confirmed in writing and specify a timescale in which the successful candidate should confirm their acceptance or rejection of the offer.
- 14.2 All appointments will be made subject to a satisfactory probationary period, usually of three or six months.

### 15 Backgrounds checks

- 15.1 Each successful external candidate will be informed if they are subject to any background checks (such as DBS (Disclosure and barring service). These will normally be made immediately following receipt of acceptance of the offer.
- 15.2 All successful candidates will be required to provide proof of their entitlement to work in the UK prior to starting work with us. In addition, and depending on the requirements of the post, we may also require proof of qualifications, driving licence or a medical report.
- 15.3 All offers of employment are made subject to the receipt of references that are satisfactory to us, unless the candidate has previously worked for us and left our employment no more than six months prior to the offer being made.
- 15.4 Candidates will be asked to provide the details of two referees, one of whom should be their current or most recent employer, where applicable. References will always be taken up on external candidates, once an offer of employment has been made and accepted.
- 15.5 Where possible, references should be received prior to any new employee starting work for us and it may be that we delay the start date of a new employee until the references are received and checked. In the event of a reference being unsatisfactory to us, we may withdraw the offer of employment but will usually discuss this with the candidate, and if appropriate the referee, before making this decision.
- 15.6 All employment checks will be dealt with in accordance with our data protection policy.

### 16 Commencement of employment

- 16.1 Each new employee will have a planned induction and will be subject to a probationary period. During the probationary period, the employee's progress will be monitored and the relevant assessments will be made and discussed with the employee. If necessary, the probationary period may be extended.

### 17 Related policies and documents

- Application form
- Data protection policy
- Equal opportunity policy
- Interview assessment form

The above list is not exhaustive.

### **18 Further information**

Any queries or comments about this policy should be addressed to your manager.

### **19 Policy owner**

This policy is owned and maintained by the Chief Executive Officer.

### **20 Policy review date**

Date last reviewed: November 2020