

RECRUITMENT POLICY AND PROCEDURE

INTRODUCTION

Effective recruitment is central and crucial to the successful day-to-day functioning of the Organisation. Successful recruitment depends on finding people with the right skills, expertise and qualifications to deliver the Organisation's objectives and the ability to make a positive contribution to the values and aims of the Organisation.

Recruitment is a critical activity and all those involved in a recruitment process need to be fully aware of equal opportunities legislation and understand how discrimination can occur both directly and indirectly in the recruitment process. Examples are provided below.

These procedures do not form part of the contract and will be reviewed regularly and can be changed from time to time at the discretion of the senior management.

In order to ensure compliance, the Directors should be closely involved in each stage of the recruitment process.

POLICY

The Organisation will seek to fill any job vacancy by internal promotion or transfer whenever possible. This does not preclude the Organisation from advertising roles externally where appropriate and this should not be taken to indicate that there are no suitable internal applicants.

All applicants will be assessed objectively and in accordance with their merits, in accordance with the Organisation's Equal Opportunities Policy. Therefore, any person involved in the selection process whose impartiality is compromised in any way in relation to an applicant must declare it immediately to Mal Ullah (Operation Director) and if so, withdraw from the selection process either completely or in relation to that applicant.

THE RECRUITMENT PROCESS

The recruitment process involves the following stages:

- Establishing the need for and defining the role
- Attracting applicants
- Managing the application and selection process
- Confirming the appointment.

Establishing the need for and Defining the Role

Before recruiting to fill an existing role, which has / will become vacant, the specific requirements of that role, the current and anticipated volumes of work and staffing levels should be reviewed to ensure it is necessary to fill the vacancy.

Before recruiting into a newly created role, consideration should be given to whether such expenditure and increase in headcount has been budgeted for.

Approval to appoint into a new role will be necessary in advance from either Richard Payton (Managing Director) or Mal Ullah (Operations Director)

Before recruiting into an existing vacancy or new appointment it is important to consider carefully not only the tasks of the job but also the purpose of the job, the outputs required by the post holder and how these fit into the Organisation's structure. This analysis should form the basis of the job description and person specification.

- **Job Description**

A job description explains the jobholder's key responsibilities and expectations about performance to applicants and helps the recruitment process by providing a clear guide to all those involved in the selection and interview process.

If a job description already exists it should be reviewed to ensure that it accurately reflects the requirements of the vacant post.

- **Person Specification**

The purpose of a person specification is to specify the essential and desirable skills, knowledge, experience, qualifications and personal qualities the job holder needs to carry out the job effectively. Great care must be taken to avoid specifications which are not relevant to the needs of the job which may be potentially discriminatory on the grounds of age, sex, race, religion or belief, sexual orientation, disability or trade union membership / non membership. Specifying any such irrelevant criteria can lead to indirect discrimination and a failure to operate equal opportunities in employment.

Attracting Applicants

All vacancies must be advertised in a sufficient variety of media to reach a broad cross-section of potential applicants.

- **Internal Methods**

In order to provide opportunities for career development and progression for current employees, as a matter of routine, all job vacancies should be advertised internally in a manner which enables all current employees to view. Even if not interested personally, existing employees may be able to assist the recruitment process by referring the post to appropriately qualified family or friends.

- **External Methods**

There are many options available for attracting interest from individuals outside the Organisation, including placing direct advertisements in trade press, newspapers, online on commercial job boards or on professional networking sites such as LinkedIn or on the Organisation's website. The work associated with processing and shortlisting applications received in response to an externally advertised job advertisement can be considerable and depending on the Organisation's resources and budgets, consideration may be given to appointing an external recruitment agency to manage the job advertising and candidate shortlisting process.

The costs associated with advertising a job vacancy externally or appointing a recruitment agency can be considerable, therefore the most cost-effective appropriate method(s) of attracting external applicants should be used.

Unless budgetary provision exists, approval to incur such expenditure will be necessary in advance from Richard Payton (Managing Director)

Whichever method is chosen, the advertisement should be clear and as a minimum provide:

- The name of the Organisation;
- The job title;
- An outline of the requirements of the job;
- Details of the essential skills, experience and personal qualities and the minimum qualifications required;
- The salary or pay scale or salary band applicable and any significant employee benefits applicable to the position;
- The job tenure (i.e. whether permanent or temporary and if temporary, the contract length);
- The hours (i.e. whether full or part-time and the weekly hours as appropriate);
- Details of how to apply and the closing date for applications;
- A statement that the Organisation will only use the personal information provided in order to process the application in accordance with GDPR.

In addition, space and cost permitting, the advertisement can also include:

- A brief summary of the nature of the Organisation's activities;
- The job location;
- When and where interviews are likely to take place.

If a recruitment agency is being used, the agency must ensure that it identifies itself in any advertisement and inform applicants that the personal information received by the agency will be forwarded to, and held by, the Organisation.

The advertisement must not discriminate unlawfully. In particular, the wording of the advert should not contravene the Equality Act 2010 or the Organisation's Equal

Opportunity Policy. The wording should avoid specifying requirements for the position which are potentially discriminatory on grounds of age, sex, race, religion or belief, sexual orientation, disability or trade union membership / non-membership. These can discriminate in a number of different ways:

- **Directly** – those which expressly or impliedly exclude applicants on one of the prohibitive grounds (e.g. “Pretty blonde 36-24-36 required for post of Receptionist”; “Would suit mum seeking flexible role”, “Recent graduates sought for demanding new role...”. It is however lawful to advertise for applicants with a particular characteristic e.g. of a particular gender, where gender is a genuine occupational requirement of the job.
- **Indirectly** – those which apparently treat everyone the same but do so in a way which adversely affects members of one protected class or category (e.g. “Must be over 2m tall” (which excludes more women than men), “Must be willing to work long hours” (also excluding women as they are more likely than men to be primary carers for young children), or “Must have at least 7 years’ experience” (excluding more young than old people). Any such statement must be a genuine requirement for the position.

Application forms or any other job application method should only seek from applicants that information which is necessary to decide whether the applicant should proceed to the next stage of the process.

Managing the Application and Selection Process

Unless otherwise stated in the job advertisement, all applications should be acknowledged on receipt. Prompt acknowledgement is good practice and presents a positive image of the Organisation.

The recruitment process is not just about employers identifying suitable employees for the future, it is also about candidates finding out more about the Organisation and whether the Organisation is one they would like to work for. The experience of applicants (both successful and unsuccessful) at each stage of the recruitment process will inform their view of the Organisation, both as a potential employee and also, possibly, as a potential future advocate.

All applications must be treated confidentially and circulated only to those employees directly involved in the recruitment process.

Social networking sites must not be used as part of the recruitment process, either as part of the formal procedure or for making informal background checks as part of the assessment process, unless such sites are specifically referenced in the candidate’s application or CV. As well as giving rise to Data Protection issues, employers could risk a claim for discrimination if an unsuccessful candidate were able to show that the reason she/he was unsuccessful was because of one of the protected characteristics under the Equality Act 2010 and that such information would not have been available other than through their social media site. For example, most candidates will not include their date

of birth, sexual orientation, ethnic background, religion, political and religious views on their CV, yet these characteristics may be ascertainable from their Facebook site. If a potential employer does not have this information, it cannot be accused of discrimination or having its decision influenced. Checking applicant's profiles that may contain such information could expose the potential employer to such accusations.

- **Shortlisting Applicants**

The process to shortlist applicants for interview / next stage may involve the full interview panel but must ideally be carried out by a minimum of 2 people, one of whom would normally be the direct line manager, in order to avoid any possibility of bias.

All applicants – both internal and external – should be assessed objectively against the selection criteria set out in the person specification and only applicants who meet the essential criteria should be shortlisted. Notes of short-listing decisions for each candidate and why/how they do / do not meet the essential selection criteria should be recorded by each person involved in the shortlisting process.

Shortlisted candidates should be provided, in writing, with details of the next stage of the process including the names and job titles of the people they will be meeting/speaking with and any tests that will be conducted, giving as much notice as possible, ideally a minimum of 5 working days. In addition, and importantly, if attending an interview, or other office-based selection event, all shortlisted candidates invited must be asked to bring their passport with them (see below).

In accordance with the Equality Act 2010, each candidate should also be asked to advise if there are any particular arrangements or reasonable adjustments that could be made so that they can participate fully in the next stage of the process. This is of particular importance as failure to make reasonable adjustments to accommodate a candidate with a particular disability is potentially discriminatory on grounds of the failure to adjust.

Applicants who are not shortlisted for the next stage should be informed promptly, in writing, courteously and sensitively.

Applicants who are not shortlisted for the next stage must be informed promptly, in writing, courteously and sensitively by either Richard Payton (Managing Director) or Mal Ullah (Operations Director)

- **Establishing Eligibility to work in the UK**

All candidates being called for interview must be asked to bring their passport with them together with all documentary evidence of their right to be in the UK and work in the UK. This is a legal requirement which also applies to agency/temp and casual workers. A certified copy of the relevant documents should be placed on the candidates personnel file or destroyed if the candidate is not offered employment.

Steve Slade (Vetting Officer) or Richard Payton, Mal Ullah will conduct the necessary document check.

Following shortlisting, the next stage of the selection process may take many different forms depending on the nature of the position being recruited for and the resources of the Organisation, but will usually take the form of an interview, which will usually be face-to-face, but may alternatively be conducted via the telephone or Skype as appropriate. Additionally, candidates may be required to undertake selection tests which may be written or oral. Any selection tests must be free from any discriminatory element and test only the criteria which is directly relevant for the position.

- **Interviews**

An interview is a two-way process: The Organisation is assessing the suitability of the candidate; candidates are assessing the role and the Organisation, therefore all those involved should convey a positive image of the Organisation.

Interviews should normally be carried out by a minimum of 2 people one of whom should be person who would be the successful candidates' immediate line manager.

Interview questions and the structure of the interview must be consistently applied to all candidates and should be based on the person specification. Questions which would be deemed to be discriminatory, e.g. asking a candidate about his or her health, age or date of birth, asking whether they married and/or do they have children, or questions which could be interpreted in any way as in contravention of the Equality Act 2010, or could be open to misinterpretation must not be asked. A job seeker who thinks the Organisation has acted unlawfully by asking questions that are prohibited can complain to the Equality and Human Rights Commission. Interview questions should therefore be directly relevant to one or more of the identified selection criteria for the position.

Notes recording the salient points of the interview must be taken by the interviewers in sufficient detail that they can be referred back to when assessing candidates against the person specification and coming to a decision as to which candidate should be offered the post.

These notes will also be crucial in the event that a candidate requests feedback about their performance in the interview process. Feedback should be restricted to how well the candidate evidenced that they matched the criteria specified in the person specification and job description and must be objective.

Any such request for feedback is to be dealt with by either Richard Payton (Managing Director) or Mal Ullah (Operations Director)

Unsuccessful candidates must be written to promptly, again with courtesy and sensitivity, notifying them of the outcome of the selection event.

Confirming the appointment

It is recognised that in many cases it will be desirable to make a verbal offer very shortly after the interview process. However, an offer of employment should only be made when the successful candidate's right to work in the UK has been verified and only on the authority of either Richard Payton (Managing Director) or Mal Ullah (Operations Director)

Where a recruitment agency has put forward the shortlisted candidates, any verbal offer should be made to the managing recruitment consultant at the agency who will inform the candidate.

When making either a written or verbal offer of employment, it must always be stated that the offer is made subject to satisfactory references and subject to meeting any other essential / regulatory conditions of employment relevant to the job or sector (e.g. a current valid driving licence if the job involves driving, or a satisfactory Disclosure and Barring Service (DBS) check, if the job involves contact with vulnerable adults or young persons. In making verbal offers, be mindful that a verbal offer of employment, once accepted by the preferred candidate, is legally binding.

Once a candidate has verbally accepted the offer, or where a verbal offer has been made but the candidate has requested written confirmation before confirming their decision, either Richard Payton (Managing Director) or Mal Ullah (Operations Director) will prepare a conditional written offer of employment, in consultation with Directors incorporating the agreed terms and conditions.

If the candidate has not already verbally accepted the offer of employment, the offer letter should also state the date the offer remains open to accept by, and that if not accepted by that date, the offer of employment will be withdrawn.

Two copies of the Offer of Employment letter should be issued to the successful candidate, along with two copies of the Statement of Terms and Conditions of Employment (i.e. the contract), so that the candidate can review the entirety of the contractual relationship they will be entering into with the Organisation. The candidate should be asked to return one copy of the Offer letter and Statement of Terms and Conditions of Employment to the Organisation, both signed by them to confirm their acceptance.

Where the employment start date is not yet finalised, the Organisation's preferred start date can be entered on the offer letter as 'provisional' or 'to be confirmed' and the Statement of Terms and Conditions of Employment can either be issued at a later date once the start date is confirmed (N.B at the latest, this must be issued within 8 weeks of the employment starting), or may be issued with the start date left blank for completion by hand at a later date once the start date is confirmed. When suggesting a start date, the Organisation should take account of the period of notice the successful candidate has to give to their current employer.

References and Vetting BS7858:2019

Steve Slade (Vetting officer) will take up references however these must not be sought without the permission of the candidate and not before the offer of employment has been formally accepted.

Vetting Requirements before employment must be carried out by Steve Slade.

- 5 years of employment verification
- 6-year credit search
- Proof of ID & UK right to work
- Proof of address
- A valid SIA licence or carrying out basic disclosure/ACPO
- Coverage of any 31+ day employment gaps

Notes and Records

All assessment and interview notes, CVs and any other form of application documentation, together with all communication, including emails and reject letters, relating to each applicant, even those not shortlisted or unsuccessful at interview, must be retained by the Organisation. Interviewees may have the right to request access to their assessment and interview notes and have three months in which to bring a claim, such as discrimination, arising from the recruitment process. It is therefore important to collate all information as soon as possible in order to manage a disclosure request or as evidence in responding to a claim.

Recruitment records should be retained by the Organisation for a period of seven months and held in accordance with the current data protection legislation.