

RECRUITMENT POLICY

1. INTRODUCTION

The company recognises that its employees are fundamental to its success and is committed to ensuring that the recruitment and selection process is conducted in a manner that is systematic, efficient and effective and promotes equal opportunities. A strategic and professional approach to the recruitment process enables the company to attract and appoint employees with the necessary skills and attributes to fulfil its strategic aims and support the company's values. This policy has been designed to provide a flexible framework that promotes good practice and adopts a proactive approach to equality.

2. EQUAL OPPORTUNITIES

The company is committed to a policy of equal opportunities to ensure that no unlawful discrimination occurs in the recruitment and selection process on the grounds of race, colour, nationality (including citizenship), ethnic origin, national origin, religious affiliation, gender, sexual orientation, disability or age. To help the company monitor this, applicants will be sent an Equal Opportunities Monitoring Form with the Employment Application Form or information pack. Any information obtained from the form will be held confidentially and used for monitoring purposes only and will not be shown to the interview panel before the selection and interview process.

3. REVIEW

When a vacancy arises it presents an opportunity to consider restructuring or to reassess the requirements of the job. This assessment is valid whether it is to fill an existing job or a new one. The following questions need to be asked by management:

- has the purpose of the job changed?
- has the job changed from what was originally envisaged? Have work patterns, new technology or new products altered the job?
- are there any changes anticipated which will require different, more flexible skills from the job-holder?

The answers to these questions should help to clarify the actual requirements of the job. Where a vacancy occurs through the resignation of an existing employee, the employee should be encouraged via an exit interview to give feedback on their role, responsibilities and associated issues to see if useful changes can be made to the job description and/or person specification.

4. JOB DESCRIPTION

Before employees are recruited a job description should be drawn up using the Job Description Form. This should detail the main purpose, the main tasks and the scope of the job. A good job description is vital to the success of the recruitment and selection process as it is the foundation upon which the person specification, the advertisement, the interview and appraisal and performance procedures will be derived. Writing a good job description helps in the process of analysing the needs of the job. A good job description also enables prospective applicants to assess themselves for the job and provides a benchmark for judging achievements.

5. PERSON SPECIFICATION

Having established the duties of a job through the process of drawing up a job description, it is necessary to clearly establish what attributes a person needs to be able to fulfil the duties of the job. The person specification describes the knowledge, skills, abilities, experience and qualifications needed by the individual to carry out the duties of the

job, as described in the job description. This should be prepared using the Person Specification Form. The criteria specified under these headings should be measurable and justifiable, as they will form the basis of the selection process. It is very important that the skills, aptitudes, knowledge and any criteria relating to personal qualities or circumstances included in the specification are related precisely to the needs of the job. It is also essential not to discriminate against particular groups of potential applicants. The person specification helps the selection and subsequent interview to operate in a systematic way by reducing subjectivity and bias and promoting objectivity.

6. PAY RATES

Once the job description and person specification have been drawn up, rates of pay should be considered. Factors such as scales, grades, market rates and skills shortages may affect pay rates and care should be taken to comply with the requirements of the equal pay and discrimination legislation and the provisions of the National Minimum Wage Act 1998 and the National Living Wage 2016.

7. THE SELECTION PANEL

A selection panel should now be chosen. All staff involved in the recruitment and selection process will receive appropriate guidance in fair interviewing and selection procedures and must be aware of the principles of sex, race, disability and age discrimination and other relevant legislation. The selection process must be carried out consistently for all jobs at all levels. The selection of new employees will be based on job requirements and the individual's suitability and ability to do the job and information sought from applicants will relate only to the qualifications for or requirements of the job. The panel should consist of two or more people and should involve the direct line manager/supervisor as well as personnel. As soon as membership of the panel is identified they should meet to plan and set dates for the whole recruitment schedule. The panel should:

- agree the recruitment channel or channels and the design and content of the advertisement
- agree selection methods, e.g. interviews, selection tests such as practical or psychometric tests, role plays, team exercises etc
- shortlist applications
- develop interview questions
- decide if references/medicals are to be requested and when
- conduct interviews and any selection tests
- make the decision

8. THE ADVERTISEMENT

8.1 Job advertisements should be widely publicised so as to encourage applications from all suitably qualified and experienced people. In order to attract applications from all sections of the community, the company will endeavour to ensure that advertisements are not restricted to areas or publications which would exclude or disproportionately reduce applications from a particular gender or racial or age group.

8.2 To attract the right applicants, the advertisement needs to be designed and presented effectively. It must be tailored to the level of the target audience and should always be clear and easily understood using positive words and imagery. The text should be kept short and simple while giving the main aspects of the job, career prospects, location and contract length and should specify details, such as pay, qualifications and experience required, in a way which will reduce the number of unsuitable applications and only where it is a requirement

of the job. The advertisement should avoid prescribing requirements as to marital status. An age limit or group should not be specified and words like "mature" or "young" should be avoided. All job advertisements should specify a closing date and state how applicants should respond e.g. by requesting an Employment Application Form or information pack, by sending a CV with a covering letter etc. It should also state the company's commitment to equal opportunities.

9. SHORTLISTING

Before the interview stage there may be a need to sift the applications to match the applicants as closely as possible to the job description and person specification and to produce a shortlist of people to interview. The Employment Application Form Covering Letter should make it clear if references or medicals are to be taken up and at what stage and if preliminary medical information is required, applicants should be sent a separate Pre-Employment Health Questionnaire. The applicants who best match the job description and person specification can then be invited for interview using the Offer of Interview Letter. Those not invited for interview should be informed using the Rejection Pre-Interview Letter.

10. INTERVIEWS

10.1 PLANNING THE INTERVIEW

Planning for the interview is very important. It not only ensures that all applicants are treated fairly but are also left with a positive and professional image of the company. The panel should decide how the interview will be structured and plan the questions. A structured interview designed to discover all relevant information and assess the competencies of the applicant is an efficient method of focusing on the match between job and applicant. It also means that there is a consistent form to the interviews. All questions should relate to the selection criteria. Questions should not be based on assumptions about roles in the home and the family, or the assumed suitability of different ethnic or age groups for the post in question. Applicants should not be asked their age. Where it is necessary to assess whether personal circumstances will affect the performance of the job (for example, if the job involves irregular hours or extensive travel) this should be discussed objectively and asked equally of all applicants. Disabled applicants should not be asked about the nature of their disability or how it will affect their ability to perform the job. Any information needed to facilitate the employment of a disabled applicant should be followed through after the appointment has been offered. Appropriate interview arrangements (such as accessible interview rooms or the assistance of a sign interpreter) should be offered to disabled applicants to enable them to compete on an equal basis. If selection tests are to be carried out they must be free of bias and relate to the necessary requirements of the job. Consideration in giving any tests must include the objectives of such a test, the efficiency of the method selected, the number of applicants and the costs and benefits of such a method.

10.2 CONDUCTING THE INTERVIEW

The purpose of the interview is to draw information from the applicant beyond that already contained in the application form to decide if they would be suitable for the job and to allow applicants the opportunity to demonstrate their skills, knowledge and abilities against the person specification. Each panel member should use a structured scoring system based on the applicant's competencies to record relevant answers and detail to show the personal assessment of each interview. The panel should keep an open mind on all applicants and a decision should only be made after all applicants have been interviewed and assessed against the person specification. The panel needs to be clear about why applicants were not selected and ensure that their notes reflect the decision making process. The Interview Skills Guidance sheet gives helpful pointers on conducting an interview.

10.3 AFTER THE INTERVIEW

A detailed record of the procedure should be written as soon as possible after the interview and the decision on whom to employ made as soon as possible also. Recording answers and detail is important not only for the decision making process but also to provide feedback if so requested by applicants. The provisions of the Data Protection Act 1998 enable applicants to ask to see interview notes where they form part of a "set" of information about the applicant (e.g. the application form, references received etc, or the full personnel file if the applicant is already working for the company). The reasons for appointing or not appointing a particular applicant may also be challenged under discrimination legislation. Details of applicants and of selection decisions should be kept for six months after an appointment has been made, after which the information should be destroyed. Information on the successful applicant will form the basis of their Personnel Record. Data that is kept should be securely stored.

11. CHECKS

11.1 IMMIGRATION, ASYLUM AND NATIONALITY ACT 2006

It is a criminal offence for an employer to knowingly employ an illegal migrant worker. There are also civil penalties for an employer who employs an illegal migrant worker without having obtained a statutory excuse. This is achieved by Making Document Checks. All successful applicants will be asked to provide certain original documents **before** starting employment. All reasonable steps will be taken to check the validity of documents and copies made which will be securely retained for a period of not less than two years after the employment has come to an end. Basic visual checks will be undertaken to ensure that documents relate to the applicants by comparing any photographs in the documents and dates of birth against the appearance and apparent age of the applicants. Applicants who have restrictions on their time in the UK may be subject to repeat checks. Any UK Government endorsements will be checked to ensure they entitle applicants to do the type of work offered and that any expiry date has not passed. This is asked of all successful applicants in accordance with the company's non-discriminatory recruitment practices.

11.2 REFERENCES AND QUALIFICATIONS

If references are to be sought, the Employer's Request for Reference Letter should be used. Current employers should not be approached without the applicant's express permission. Where certain qualifications are essential for a particular job, applicants should be asked for proof (ideally by asking the applicant to bring along certificates to the interview) and if checks on such qualifications are to be made, the applicant should be told of the check and the fact that copies of any relevant documents will be held on their personnel file.

11.3 MEDICALS

If a pre-employment health check is essential it must be carried out in a non-discriminatory way, e.g. disabled people should not be singled out for medical assessment. If a report from an individual's doctor is sought, then written permission must be given by the individual and they must be informed of their right to refuse. They must also be informed of their right to:

- see the report before or after it is supplied
- withhold consent to the report being shown to the employer
- request that the report be amended.

11.4 CRIMINAL RECORDS

If the job requires a criminal records check this should be made via the Disclosure and Barring Service.

12. THE JOB OFFER

Once the successful applicant has been identified all applicants should be written to as soon as possible to inform them of the outcome using the Offer of Employment Letter or the Rejection Post-Interview Letter. The offer letter should state the specifics of the job and any conditions, including any pre-conditions or post-conditions. A written statement of the main terms and conditions of employment is required by law to be issued to the employee within two months of them starting work.

13. INDUCTION

Following the appointment to the post, an induction programme should be developed for the new employee following the guidelines contained in the company's Induction Policy.

14. REVIEW OF RECRUITMENT PRACTICE

Recruitment procedures and practices should be kept under review so as to ensure that this policy is being adhered to and to ensure that they do not include requirements or conditions that constitute, or may lead to, unlawful discrimination.

15. COMPLAINTS

Any applicant who feels that they have not been treated fairly in the recruitment and selection process should contact Mr D M Parsons in writing who will investigate the matter and report back to the applicant.



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PAUL KNOX
MANAGING DIRECTOR
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