

Recruitment and selection policy and procedure

Purpose

This document sets out the organisation's policy on recruitment and selection. The organisation is committed to a policy of treating all its employees and job applicants equally and to recruit the best person for each vacancy.

No employee or potential employee shall receive less favourable treatment or consideration during recruitment and selection on the ground of race, colour, religion or belief, nationality, ethnic origin, sexual orientation, gender, age, disability, marital status or part-time status or will be disadvantaged by any conditions of employment that cannot be justified as necessary on operational grounds.

Related policies and procedures

This policy is to be read in conjunction with the organisation's Equal Opportunities, Psychometric Testing and Data Protection policies. No decisions regarding recruitment or selection should be made by a person who has not read and understood this policy and the three related policies or without the involvement of the Human Resources (HR) department.

Scope

This policy is applicable to the recruitment and selection of all employees engaged to provide services for the organisation, irrespective of whether such a contract is for a temporary or fixed term or is of a permanent duration. The policy will be made available

to all employees and applies to both internal and external recruitment. The policy also applies to recruitment and selection of contractors for contracts for services.

Policy statement

This policy seeks to ensure that the best candidate is chosen for each job vacancy regardless of sex, race, disability or other personal characteristics. Existing employees will be invited to apply for transfer and promotion opportunities wherever possible.

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Principles

The following principles will apply whenever recruitment or selection for positions takes place:

- Individuals will be screened against the job requirements as laid out in the job descriptions and person specifications.
- Any qualifications or requirements applied to a job that have or may have the effect of inhibiting applications from certain groups of the population should only be retained if they can be justified in terms of the job to be done.
- Information on ethnic origin, sex, disability and nationality will be collected in order to monitor the numbers of applications from different groups. This information will not be used in the selection process or for any other use other than this purpose.
- Selection tests should be specifically related to job requirements and should measure the person's actual or inherent ability to do or train for work.
- Selection tests should be reviewed regularly to ensure they remain relevant and free from bias, either in content or in scoring mechanism.
- All recruiting managers and HR team members taking part in recruitment and selection will have been trained in interviewing skills and equal opportunities.
- Interviews will assess candidates against job-related criteria only.
- All information held about a candidate must be used only for the purpose for which the information has been collected.
- Reasonable adjustments should be made to reduce any disadvantage faced by disabled people in making an application in response to an advertisement.
- The recruitment and selection process for disabled candidates should take into account such adjustments to working arrangements or physical features of the work place/station/premises as are reasonable to accommodate their needs and be such that they are not placed at a substantial disadvantage compared with non-disabled candidates.
- Decisions to interview, shortlist or offer employment will take no account of an applicant's trade union membership or non-membership.

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Process

The recruitment process should be followed in accordance with the following steps:

- Authority to recruit must be granted by Managing Director before advertising a vacancy.
- A job description should be produced with full details of the position, tasks, reporting line, responsibilities of the jobholder and number of subordinates, if applicable.
- For external positions a variety of advertising mediums will be used. Positions may be simultaneously advertised internally and externally.
- The organisation has a Preferred Supplier List (PSL) of agencies that are to be used when recruiting permanent individuals. These agencies follow the organisation's standards laid down in this and the Equal Opportunities Policy. All members of the PSL will be issued with copies of job descriptions and person specifications. Monitoring of their adherence to these standards will take place on an annual basis. Managers should not speak to agencies without the prior approval of HR.
- Applicants are encouraged to apply via the online system but hard copies of application forms are also acceptable.
- All external applicants will be pre-screened by the HR department. All applicants that meet the specified criteria will be sent to the relevant recruiting manager. Internal applicants' details will automatically be sent to the recruiting manager.
- When reviewing applicants based overseas, the first stage in the process will be a telephone interview. If the telephone interview is successful, a face-to-face interview must then be arranged.
- Prior to the interview candidates will be provided with information about the organisation, role and responsibilities.
- All interviews should consist of two or three interviewers, including the recruiting manager and ideally a member of HR.
- If no HR representative is available, recruiting managers should ensure that all details are collected and that candidates' expenses are dealt with.
- All interview documentation must be returned to the HR department for secure storage. Only those that require access for specific and authorised purposes will be able to access this information.
- Valid and reliable psychometric testing will be conducted on short listed candidates, as appropriate, including the use of Occupational Personality Questionnaires. This information will be stored securely together with other assessment data.

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Process – cont.

- Upon selection of a suitable candidate the recruiting manager will liaise with the HR department to identify the appropriate starting salary. The HR department will handle all offers to successful candidates. Under no circumstances should recruiting managers offer or infer to a candidate the outcome of the selection process.
- The director and head of HR must approve all offers made to successful candidates.
- All offers are subject to two satisfactory references, medical clearance, a check on relevant qualifications and eligibility to work in the UK where applicable. HR will apply for and verify all references, which will be requested once applicants have indicated acceptance (subject to the conditions highlighted above).

References will ideally come from current and/or previous employers, if applicable. If the references or medical clearance are not satisfactory, the offer may be revoked.

- Induction of new employees will start as soon as a candidate accepts a position. HR will send out a copy of the written statement of terms and conditions of employment and all related new starter forms that need to be completed.

Appeals procedure

Employees who have concerns about any aspect of this policy or its operation should use the organisation's Grievance Policy and Procedure.

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■ **EASY GROUP**
Unit 1.1 Central Point
Kirpal Road, Portsmouth
Hampshire PO3 6FH
Tel. 0800 13 13 100
Fax. 0800 13 13 300
info@easy.co.uk

www.easy.co.uk