



RECRUITMENT & SELECTION POLICY

Introduction

The purpose of this policy is to ensure that the Company employs and promotes the most appropriate employee and/or job applicant in a fair and consistent manner, free from discrimination.

This policy covers all current employees and applicants for employment with the Company including those for a temporary, fixed term or permanent position. The policy will cover all internal and external recruitment and remains available to all employees.

Policy

It is the Company's approach that:

- All selection procedures must conform to and be conducted in accordance with the Equality & Diversity Policy and any other policies, procedures or codes of conduct.
- It will consider ex-offenders for employment on their individual merits. The Company's approach towards employing ex-offenders differs depending on whether the job is or is not exempt from the provisions of the Rehabilitation of Offenders Act 1974
- It aims to ensure that all recruiting managers know and understand the recruitment procedure including considerations into equality and diversity.
- Existing employees are to be encouraged to apply for vacant posts.

It is recommended that the following policies are read in conjunction with the Recruitment and Selection Policy:

- Equality & Diversity Policy
- Data protection policies

Authority to recruit

Authority to recruit must be sought via the Authority To Recruit form and include both the director of the function and the Group Managing Director's approval. All roles (both new headcount and replacements) must be considered in this way to ensure a relevant business case and budget is in place.

Job descriptions and person specifications

A job description is a key document in the recruitment process and should describe the duties, responsibilities and seniority associated with the post. The person specification outlines the essential and desirable criteria (including skills, knowledge, qualifications and experience) required to perform the job. The skills and competences of applicants will be measured against the job description and person specification as part of the hiring process.

Advertising vacancies

All vacancies will be posted and shared internally.

Hiring managers will work directly with the People Team to consider, on a case-by-case basis, whether it is appropriate to advertise a vacancy externally, for example on a job board. Advertisements and decisions to utilise a recruitment agency will be agreed collaboratively between the hiring manager and People Team.

Employee referral programme

The Employee Referral Programme is a recruiting tool used to attract talent into the Company. It allows eligible employees to receive a referral bonus whilst providing a cost-effective source of good quality candidates for the Company.

The following employees are not eligible to benefit from this policy:

- Employees holding positions at director level and above.
- Employees working within the People Team.
- Managers wishing to introduce potential employees who would work within their own team.
- Managers actively involved in recruitment and selection as part of their normal job responsibilities.
- An employee (at any level) for who receipt of a referral bonus could be perceived as a conflict of interest.

If an eligible employee knows someone i.e. an ex-colleague or acquaintance, who may have the right profile (skills, experience, personal qualities and knowledge) for an existing vacancy with the Company, then they can either:

- Request (in writing, i.e. email) the individual's contact details and permission to disclose their details; then forward these details plus their CV to the People Team. Details should also be supplied of the role they are interested in applying for; or
- Encourage the individual to email their application directly to the People Team, making sure that they mention the employee's name (if they don't mention the employee's name when applying, the Company will not be able to pay the employee the referral bonus).

Employees must not refer an employee of one of the Company's clients/partners without first speaking to a senior manager.

All referrals must be treated in confidence by all those involved and should not be shared outside of the People Team, the hiring manager and the employee making the referral.

Where more than one employee claims to have referred the same individual, or the referral has been made from another source, the People Team will decide whether, or to whom, the recruitment bonus will be paid if the individual is hired.

If the individual commences employment within 12 months of the referral and successfully completes their probation period, the employee will be eligible for a referral bonus of £500 (gross), which will be paid through the payroll in the month after completion of probation and be subject to deductions. All payments are made at the discretion of the People Team.

A referral bonus (linked to this referral incentive) is not payable to an employee who:

- Is no longer employed by the Company or is in their notice period when the bonus is due to be paid.
- Introduces a candidate who has already responded to a Company advertisement or been referred by another employee or third party within the past 12 months.
- Introduces an ex-colleague of the Company who has left the Company's employment less than 2 years prior to the nomination and/or has been the recipient of a redundancy or severance payment from the Company.
- Introduces a candidate who is employed by the Company in a permanent or temporary capacity or who has some other contractual relationship with the Company (e.g. a contractor).

Applications and shortlisting

The Company will, where appropriate, accept the submission of a Curriculum Vitae (CV) as an application for a vacancy.

Shortlisting will initially be undertaken by the People Team, qualifying candidates, and then followed by the hiring manager who must ensure that applicants are assessed consistently against the criteria and capture reasons for shortlisting/not shortlisting applicants. Applications must also be handled confidentially.

Interviews

Shortlisted applicants will generally be required to participate in an initial screening interview held via video/phone conferencing and/or a face-to-face interviews consisting of the hiring manager, technical experts and, where applicable, a member of the People Team.

Applicants may also be required to complete technical assessments and/or other job-related exercises.

The interview team must ensure that applicants are assessed consistently against the criteria and capture reasons for selecting/not selecting applicants. Applications must also be handled confidentially.

Discrimination

The Company is determined to ensure that no applicant receives less favourable treatment on the grounds of a protected characteristic or is disadvantaged by requirements which cannot be shown to be justifiable.

Feedback to applicants

All external applicants, whether they have been taken to the interview stages or not, will be provided with a written outcome to their application and as far as is possible proper feedback. Where the applicant was introduced to the Company via a recruitment agency, feedback will generally be given to the applicant by the recruitment agency.

All internal applicants who were interviewed should be given either face-to-face or written feedback regarding the outcome of the selection process.

Appointing new employees

A member of the People Team will generally make the offer of appointment to the preferred applicant(s) either directly or, where applicable, via the recruitment agency.

The Company will conduct checks, some of which may be outsourced to third parties, which may include:

- Basic, Standard or Enhanced criminal checks (DBS).
- ID validation and eligibility to work in the UK.
- 3-year employment verification including current or most recent employer.
- Credit report.
- Address verification.
- Education/qualification verification.

Other background verification checks may be carried out in accordance with relevant laws and regulations and shall be proportional to business requirements, the classification of the information to be accessed and perceived risks.

Where documentation is provided as proof of eligibility or qualifications, a photo, scan or photocopy will suffice.

The offer of employment letter will confirm whether employment will be conditional on the result of some/all of the above checks.

Background checks for consultants and contractors

Background verification checks shall be carried out in accordance with relevant laws, regulations, and shall be proportional to the business requirements, the classification of the information to be accessed, and the perceived risks.

Background screening will most likely mirror that undertaken for permanent employees.

Amendments to this policy

This policy is non-contractual and may be amended from time-to-time in line with changes to legislation and best practice.