

Recruitment and selection policy and procedure

Purpose

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

The Link recognises that its staff are fundamental to its success, therefore we need to be able attract and retain staff of the highest calibre and a strategic, professional approach to recruitment is essential to do this.

No employee or potential employee shall receive less favourable treatment or consideration during recruitment and selection on the ground of race, religion or belief, nationality, ethnic origin, sexual orientation, gender, age, disability, marital status, or any other protected characteristic 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 and GDPR policies. No decisions regarding recruitment or selection should be made by a person who has not read and understood this policy and other 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 Link, irrespective of whether such a contract is for a temporary or fixed term duration. The policy will be made available to all employees and applies to both internal and external recruitment.

Policy statement

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

Confidentiality and Data protection

All staff involved in the recruitment process have a responsibility for data protection and need to understand the confidentiality and data protection guidance and its importance.

Sensitive and personal information from the recruitment and selection process must only be made available only to those who are required to have access and should not be shared with third parties, without a specific requirement to do so and consent from the applicant.

The collection, processing, storage and retention of all information is in line with current data protection laws.



Principles

The following principles will apply whenever recruitment and 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.
- All recruiting managers taking part in recruitment and selection will have been trained in interviewing skills and equal opportunities.
- Written records of interviews, reasons for decisions made at each stage of the process and reasons for appointment or non-appointment should be kept by HR for six months, unless a longer period can be justified and is in compliance with the UK General Data Protection Regulation and the Data Protection Act 2018. Records should then be disposed of confidentially.
- 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.

Recruitment and Selection Process

- Authority to recruit must be granted by the Chief Executive Officer of The Link before advertising a vacancy.
- A job description and person specification will be produced or updated for any vacant post that is to be filled. The job description will accurately reflect the elements of the post, with full details of the position, tasks, reporting line, and responsibilities of the jobholder. The person specification will detail the essential and desirable criteria in terms of skills, knowledge, qualifications and experience for the job.
- The vacancy will be advertised using a variety of advertising mediums. Positions may be simultaneously advertised internally and externally.

- Upon receipt of an application for the role, applicants will be pre-screened by the recruiting managers. All candidates (internal and external) should be assessed objectively against the selection criteria set out in the Person Specification , and only candidates who meet all the essential criteria should be short-listed.
- Shortlisted candidates will be invited to Interview for the job vacancy giving a minimum of 5 working days before the interview. In accordance with the Equality Act 2010 , they 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 selection process.
- All interviews should consist of a minimum of two interviewers, one of whom should be the recruiting manager.
- A question sheet will be designed by the recruiting manager and the HR department based on the job description and person specification. Interview questions and the structure of the interview should be consistently applied to all candidates.
- Notes should be recorded throughout the interview by each interviewer, so that they can refer back to these when assessing candidates against the person specification and making decisions.
- 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.
- The Chief Executive Officer and recruiting managers must approve all offers made to successful candidates. Offers must be made verbally and followed up in writing.
- All offers are subject to two satisfactory references, a check on relevant qualifications and eligibility to work in the UK where applicable and DBS checks if working with children. 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 are not satisfactory, the offer may be revoked.
- In the event that a candidate requests feedback about their performance in the selection process this should be arranged by the Recruiting Manager or HR.
- Unsuccessful interview candidates should be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process.
- Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed the line manager/ HR is responsible for preparing a comprehensive induction programme for the new employee. *(See Induction policy for further information)*

Appeals procedure

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