

## Recruitment and Selection Procedure

*[insert company name]* Recruitment and Selection Procedure provides a framework to assist managers to attract, select and retain the most suitable candidates available.

Everyone involved in the recruitment and selection of staff has a responsibility to ensure that candidates are treated fairly, appointed on merit and decisions are made objectively, in line with the Company's commitment to equality.

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## **1. Workforce Planning and Establishing a Vacancy**

### **Considering the most appropriate solution**

This process should begin as early as possible (e.g. as soon as a resignation is received, a job move agreed or the need for a new task to be completed is identified).

Suitable options and opportunities should be explored by involving Human Resources advice and guidance on possible options, including:

- reorganising work distribution
- broadening an existing employee's responsibilities
- redesigning or automating job tasks
- restructuring within the related area or department
- reviewing the current working arrangements of the post to consider part time or job share
- secondment opportunities
- using a contractor/agency temporary staff for short-term assignments

### **Developing or reviewing the Job Description**

Job descriptions need to clearly articulate role priorities so that staff efforts are focussed on the right things whilst also allowing candidates to be aware of expectations, standards, shared values, attitudes and behaviours which are required.

Human Resources will provide advice and support on the completion of Job Descriptions and templates where required. If the vacancy is a 'new' post a Job Description needs to be in place prior to seeking authorisation to recruit.

## **2. Authorisation and Approval**

Final authorisation of all staffing is required from a Director. A Recruitment Request Form should be completed by the Manager for this purpose.

Requests will be coordinated by Human Resources and documentation should include:

- completed Recruitment Request Form
- reviewed and updated Job Description



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### 3. Recruitment Campaign

Human Resources will use existing knowledge of the target market to implement the most appropriate and cost-effective campaign.

Campaigns in excess of £150 require Director approval.

Options may include one or more of the following:

- internal advertising on People
- reviewing applications or candidates that have recently been interviewed, and considered appointable for similar posts
- internet advertising – including specialist web sites and appropriate social media
- external advertising in appropriate press or trade journals which will attract a wide range of candidates
- briefing recruitment agencies or executive search organisations on preferred supplier list as necessary
- participating in regional recruitment fairs and arranging 'open days' for potential candidates

The completed Job Description will form the basis of the recruitment advertisement.

### 4. The Assessment and Selection approach

The Recruiting Manager in conjunction with Human Resources should decide what assessment and selection processes will be involved.

Appropriate assessment methods may include one or more of the following:

- structured interview(s)
- work simulations such as role plays or "in-tray" exercises
- candidate group discussions
- psychometric testing (i.e. ability tests or occupational personality questionnaires).

### 5. Time-scales

Dates for short-listing and holding interviews/assessments should be agreed when preparing the recruitment campaign. Where practicable, shortlisting should take place within 2 working days of the closing date and shortlisted candidates notified as soon as possible afterwards.



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Where practicable, the interview/assessment date should be no more than 5 working days after shortlisted candidates have been notified.

## **6. Assessing and Selecting Candidates**

The Recruiting Manager will receive all applications from Human Resources via the ATS.

The Recruiting Manager should carry out candidate short-listing by reference to all the essential and desirable “Qualifications, Professional Memberships, Experience, Key Knowledge and Expertise” set out as selection criteria.

Confidentiality of information supplied by applicants and others involved in the recruitment and selection process will be respected at all times. Application information must be kept securely and out of sight.

### **Inviting Short-listed Candidates to Assessment/Interview**

Human Resource is responsible for arranging for short-listed candidates to be invited to assessment/interview. Information should include:

- details of the assessment/interview process; the methods to be used; date and time
- contact name and e-mail/telephone number for the candidate to confirm their attendance
- a request for the candidate to bring evidence of their qualifications to the interview/assessment and their eligibility to work
- any other supporting information relevant to the role; department or Company
- enquiry as to whether the candidate will require any adjustments to enable them to attend or participate in the assessment/interview

### **The Interview**

The aim of the interview is to select the best candidate for the job. It is a two-way process during which the details of the job can be discussed and the candidate’s suitability assessed.

Where the candidate’s application reveals any unexplained gaps in employment or inconsistencies, these should be explored with the candidate at interview.

Candidate’s will have been asked to bring with them to the interview their original qualification certificates and their passport, a copy of which needs to be taken and forwarded to Human Resources. The purpose of collecting the documents on the interview day is to ensure that any offer of employment may be expedited. If the documents are not collected or are not available, Human Resources will need to make alternative arrangements, which may delay any formal offer being made.

All interview notes must be uploaded to the candidate's account in ATS by the Recruiting Manager.



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## **Making the Final Selection**

After the assessment/interview has taken place, the Recruiting Manager should review each candidate's performance during the process and reach their decision based on the evidence gathered and compare this to the selection criteria.

The decision on selection and recruitment should be reached systematically and objectively, on the basis of evidence obtained throughout the assessment/interview process, without making assumptions or stereotyping and keeping all the information in context.

A decision to make an offer may be made at this stage, again reflecting on eligibility and suitability for appointment. If there are several suitable candidates, it may be appropriate to "hold" rather than reject these until the outcome of the offer to the most suitable candidate is known.

Following consultation with Human Resources the Recruiting Manager will make a provisional oral offer to the preferred candidate, which will be followed up in writing by Human Resources, as soon as possible after the selection decision is made. Any offer will be provisional subject to all necessary checks required as part of the selection process to verify and validate evidence already gathered (this may include references, medical clearance, eligibility to work in UK, criminal record checks, qualification checks etc).

All unsuccessful candidates including internal applicants, will be notified of the outcome and provided with feedback, if requested, by Human Resources.

## **7. References**

At least one reference is required for all external candidates as an essential part of the recruitment and selection process. They are used to check, verify and validate objective evidence and factual information already gathered during the selection process.

Human Resources will immediately take up references for the successful candidate (this will be the current/most recent employer). When these references are received, it is the responsibility of the Recruiting Manager to review these (with Human Resources support as appropriate). If references contain unexpected or negative information, the Recruiting Manager must consider this position and decide on the way forward.

Original copies of references will be held within Human Resources as confidential documents.

## **8. Induction**

The Company is committed to ensuring that new employees receive an effective induction which will familiarise them with the Company, their department and their role.



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Recruiting managers may wish to encourage new employees to become familiar with the organisation before taking up the post and to be consulted on plans and preparations.

Line managers will be responsible for planning, arranging and delivering departmental induction in line with the Induction Policy.

Human Resources is responsible for conducting an induction detailing the company's people policies and procedures.

## **9. Probation**

The Company has a Probation Scheme which may be applicable to the successful candidate. This plays an important part in the confirmation of appointment process and it will be outlined within the formal offer letter. The Recruiting Manager is responsible for applying the probation scheme rigorously, supporting the new employee in understanding and meeting the expectations of their job and explaining standards, sources of information, resources etc.

## **10. HR and Recruiting Manager Responsibilities**

### **The Recruiting Manager will:**

- Identify the skills and attributes which will be required to form the job description
- Ensure that the necessary evaluation has been carried out if the role is new or being adjusted
- Prepare the Recruitment Request Form to be approved by a Director
- Be responsible for the overall management of the recruitment and selection process including shortlisting and arranging facilities for interview
- Complete all necessary documentation/processes in relation to the recruitment and selection of staff in their area of responsibility
- Verbally offer posts and determine salary in accordance with Director approval
- Review and accept references (as part of the assessment process) and follow up any concerns in this regard with Human Resources
- Prioritise induction processes, identified training and development needs and follow the expectations of the probation scheme in relation to the appointment of the successful candidate

### **Human Resources will:**

- Provide advice and guidance on the recruitment and selection procedure and processes
- Support the Recruiting Manager in identifying skills and attributes and the recruitment and selection process



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- Place recruitment advertisements
- Receive and collate applications
- Support the Recruiting Manager in developing and applying selection processes to test and support the recruitment of high calibre staff
- Informing unsuccessful candidates and providing feedback when requested
- Support managers in determining appropriate starting salaries, reviewing references, identifying training and development needs, induction support and probation scheme application
- Monitor and ensure that standards required by these procedures are met and maintained and provide statistical information and analysis.



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