

<R&V RECRUITMENT LTD>

RECRUITMENT AND SELECTION - POLICY & PROCEDURE

POLICY

The recruitment and selection decision is of prime importance as the vehicle for obtaining the best possible person-to-job fit which will, when aggregated, contribute significantly towards <Company>'s effectiveness. It is also becoming increasingly important, as the Company evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team. The Recruitment & Selection procedure should help managers to ensure that these criteria are addressed.

This policy ensures our Recruitment and Selection Policy will :

- be fair and consistent;
- be non-discriminatory;
- conform to all statutory regulations and agreed best practice.

To ensure that these policy aims are achieved, all appointing managers will receive training in effective recruitment and selection.

PROCEDURE

The Recruitment Process

The following procedure will be used when a post is to be filled. The appointing manager must:

Define the job. If it is an existing post - is an exact replacement required or is this an opportunity to revise the requirements. If it is a newly established post be clear on the exact requirements, draw up a job description and consult the appropriate Director / Human Resources Department in relation to the appropriate grade and / or salary.

Complete a Job Vacancy Form which confirms:

- details of the post
- final approval from the appropriate Director;
- in the event of the job being newly established, the approval of the Chief Executive, and confirmation from the Director of Finance, that funding is available.

Send the Job Vacancy Form to the Human Resources Department / Company Administration Office for processing. No vacancy can be processed without this authorisation.

Ensure the **Job Description and Person Specification** are up-to-date and offer a true representation of the vacant post, and the person you are looking for to fill this post

Collate an information package appropriate for the post. This package should include:

- job description and if appropriate, the person specification
- information on the department
- information on <Company>
- terms and conditions of employment including salary

It is important that this pack is carefully put together in order to present a professional image of the Company, therefore out-of date or poorly presented information is not suitable.

Discuss with the Human Resources Department / Admin Office / appropriate Director the most effective means of obtaining suitable permanent candidates. The following options should be explored (in this order):

- Internal advert within the Company
- Examination of previous applications, or those held on file within the Human Resources Department / Company Administration Office
- External advert within the job centre

- External advert in the local press
- External advert in the National press
- External advert in the appropriate technical / professional Journal
- In senior posts the use of a recruitment agency

Design the advertisement. All advertisements must contain as much information as possible to ensure the correct recruitment group is targeted and reduce unsuitable applications, while remaining as cost-effective as possible.

External adverts should be submitted to the appropriate Director / senior manager with costing for approval before being placed.

The Selection Process

Appropriate selection procedures must be used for each post. Procedures may vary, at its simplest this may involve a straight forward interview and skills testing. For more senior posts psychometric testing, presentations to the interview panel on a chosen topic and/or a series of individual interviews on various topics may be included.

The appointing manager will approach relevant people to assist with **shortlisting and interviewing**. At least two people should be involved in shortlisting and sit on the Interview Panel.

The application forms received by the closing date will be forwarded to the appointing managers for shortlisting. Applicants **must** be chosen against the Person Specification. It is the responsibility of the appointing manager at this stage to record (in writing) the reasons why an applicant is not shortlisted. All papers must be returned to the Human Resources Department / Company Administration Office, who will invite the candidates for interview, obtain references and make the necessary housekeeping arrangements for the interview. This will include timetabling the interviews and arranging any pre-employment checks if appropriate. Candidates who have not been shortlisted will also be informed.

At least one week prior to the interview, each panellist will receive an interview pack containing:

- copies of application forms / cv's
- blank interview report forms;
- a copy of the job advertisement;
- a copy of the job description;
- a copy of the person specification

The appointing manager will:

- decide on the interview format and determine which areas to concentrate on with the questioning;
- decide on who will chair the Interview Panel;
- receive the references and pre-employment checks for candidates from the Human Resources Department / Company Administration Offices, and be responsible for ensuring the confidentiality of these, and for their safe return to the Human Resources Department / Company Administration Offices for destruction.

At the interview, the appointing manager will ensure that the Interview Report Form is completed as fully as possible. When interviewing, they will ensure that Equal Opportunities legislation is strictly adhered to, with no discrimination shown on any grounds.

When all candidates have been interviewed, the panel will score them appropriately, and based on this decide on the most suitable person for the post. The appointing manager will arrange to inform the successful candidate as soon as possible, agreeing a commencement date and starting salary.

All interview packs should be returned marked "private & confidential" to the Human Resources Department / Company Administration Offices for filing for future reference if necessary.

Upon return of the Interview Report Form, the Human Resources Department / Company Administration Offices will:

- telephone all unsuccessful candidates with outcome of interview within one working day, this will be confirmed in writing;

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- write to the appointee, offering the post providing satisfactory references and pre-employment checks have been received
- initiate a personnel file and computer entry for the new member of staff;
- notify the Manager if the appointee refuses the offer, or if there are any other details to be cleared.
- deal with any requirements for removal expenses or the finding of temporary accommodation for the appointee.

The Human Resources Department / Company Administration Offices will arrange, in conjunction with the appointing manager an individual programme of induction for the new start which will be arranged and agreed at least one week before the appointee commences.

<COMPANY>

Job Vacancy Form

Is this an established post:
Title of Post:
Department:
Date when post becomes vacant:
Who will this be replacing:
Is the post permanent / temporary / fixed-term / contractor (Give details e.g. length of fixed-term contract)
Grade of Post (if applicable)
Salary range:
Full-time / part-time (give number of hours)
Comments:
Signed (Appointing Manager)
Date
Authorised By (Appropriate Director)
I confirm availability of funding (Director of Finance)

<COMPANY>

INTERVIEW RECORD

POST TITLE:

PERSONNEL REF:

DATE OF INTERVIEW:

PANEL MEMBERS:

Summary of Panel's comments on interviewees (including recommendation to appoint).

NAME	COMMENTS

Signed Interviewing Officer/Panel Chairperson

Appointing Manager's Checklist

RECRUITMENT

1. Review the post - is it necessary, does it need changed, can the duties be adequately covered elsewhere. If significant changes are required or it is a new post please discuss the details in relation to grade and salary with the HR Department /appropriate Director
2. Complete a Job Vacancy Form ensuring approval of appropriate Director. If post is newly established then confirmation of funding from the Director of Finance.
3. Review / complete the job description and person specification.
4. Put together an information pack for the vacancy.
5. Decide the most effective way to recruit to the post. For example internal advert / job centre / national press etc.
6. Design the advert. This should be done in conjunction with the HR Department / Company Admin Office. Decide on a closing date, method of application (e.g. C.V. or application form), whether a pre-interview visit will be required and who should be contacted for applicant enquiries.
7. The HR Department / Company Admin Office will process the advert, send out information packs and collate applications ready for short-listing.

SELECTION

8. Decide on the interview panel as soon as possible and arrange a suitable date with them.
9. Applications will be forwarded to you from the HR department / Company Admin Office on the closing date. These may be inspected at any time prior to this.
10. With at least one other member of the interview panel shortlist for the post against the person specification.
11. Decide whether it would be appropriate to use alternative selection methods, for example psychometric or skill testing and make arrangements for this
12. Let HR Department / Company Admin Office have short-list, they will arrange to contact the candidates and set up the interviews / tests etc. They will also contact unsuccessful applicants.
13. At least one week before the interviews, the panel will receive an interview pack containing the applications and other details.
14. References should be collected from the HR Department / Company Admin Office immediately prior to the interviews.
15. Ensure arrangements are in hand to welcome candidates as they arrive, to escort them to the interview and any other events during the day e.g. testing.
16. Complete the interview, and taking account of the outcome of any testing, decide on the most suitable candidate. Contact them by phone and offer the post (conditionally when details such as references, medical etc. have to be confirmed) agreeing verbally the salary and proposed start date.

17. Return all interview packs and references to the HR Department / Company Admin Office with the Interview Report Form. They will Contact all other unsuccessful candidates by phone the same day if possible, and undertake the necessary administration.
18. Set up an individual induction programme for the new appointment.