



## RECRUITMENT & SELECTION POLICY

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## **WHY IT'S NEEDED**

The Wickers Charity recognises that effective recruitment and selection practices are fundamental for the continued success and growth of the business.

This policy is designed to assist recruiting managers to get the best candidates for their vacancies and to fill vacancies as quickly as possible at a reasonable cost, following good practice and current employment legislation

All appointments must be made in accordance with this policy and are therefore subject to recruitment authorisation, advertisement, shortlist, interview and employment checks as below. Any exceptions to the policy must be agreed with the HR manager in advance.

## **WHO IT APPLIES TO**

This policy covers the appointment of The Wickers Charity employees.

## **POLICY DETAIL**

### **Equality and Diversity**

All recruitment activity is to be done in accordance with the organisation's Equality and Diversity Policy.

## Objectives

The objectives of the recruitment and selection policy are:

- To recruit and retain the right people to enable the organisation to achieve its business strategy and foster its culture and values
- To ensure effective, consistent and fair practice by the provision of clear guidelines
- To ensure there is equality of opportunity for existing and prospective staff and to ensure there is no less favourable treatment of applicants
- To ensure recruiting managers are competent to fulfil their obligations within the policy

## Roles and Responsibilities

It is the responsibility of each member of the Senior Leadership Team to ensure that this policy is carefully followed within their areas of responsibility; making sure their managers are aware of the obligation to familiarise themselves with and follow this policy

**Recruiting Managers** have a specific responsibility to ensure that any new colleague has been properly recruited in accordance with this policy

**The HR Team** will lead and be responsible for ensuring all legal and procedural aspects of the recruitment process as described in this policy are properly implemented and that managers are fully supported during the recruitment process.

## Recruiting the Right Resource

### Selecting the most appropriate resource for your vacancy

Once the Talent acquisition team is made aware of a leaver, they will contact the line manager to ascertain the detail of the role to be filled, e.g. location, any changes in duties etc. and complete the basic details on the relevant recruitment documents, these will then be forwarded to the recruiting manager for completion. Once the detail of the vacancy is established, the acquisition team will update the relevant recruitment systems.

The HR manager is responsible for supporting all areas with workforce planning activity which will show any intended changes in skill mix or any other significant organisation changes and/or development. The HR Manager will then ensure the appropriate resourcing/recruitment activity is in place. However, it is also recognised that the dynamic nature of the organisation may create unforeseen opportunities and communication between project teams, operational teams and the HR team is critical to ensure that sufficient resources are in place to take advantage of potential opportunities.

### Approvals Procedures

All recruitment for either permanent or temporary posts require approval via the relevant recruitment documents, including short term resource from a temp agency.

The Talent acquisition manager is responsible for ensuring all relevant paperwork has been completed and all approvals are in place prior to formalisation of any offer of employment.

No recruitment activity will take place without the relevant authorisations being in place.

### **Advertising**

The aim of advertising is to attract the right pool of suitably qualified candidate from which to make a selection. When completing the acquisition documents, the recruiting manager will include core information about the job and attached an amended Job Description if duties have changes.

The acquisition team will draft the advert wording ensuring compliance with the organisation's Equality and Diversity policy and the job description.

The Job will then be advertised externally in accordance with the resourcing matrix. The group operates a Preferred Suppliers List with negotiated preferential rates, therefore all contact with external recruiters or advertising media need to be made by the acquisition team. If any recruiting manager is approached directly by an agency, they need to refer them onto the acquisition team. The recruitment budget for the organisation is held by the acquisition team, therefore, all instructions need to be given by the acquisition team so that the budget can be managed appropriately.

Generally, all vacancies will be advertised. However, the following circumstances may result in a role not being advertised, but this will only be in exceptional circumstances and the approval of the Group HR Manager is required:

- Where staff are identified as 'at risk' of redundancy and a suitable vacancy arises for redeployment
- Where a role has been identified as the next step in a colleague's development plan. If more than one colleague has the job identified as their next step, all colleagues will be considered
- Where specific skills are not available in the organisation, particularly in relation to any new business areas.

### **Short – Listing**

Due to the critical nature of our service delivery, suitable CV's will be forwarded to the recruiting manager as and when they are submitted so as not to delay the recruitment process. Once the recruiting manager has shortlisted and informed the acquisition team of the shortlisted candidates, the team will invite the short-listed applicant to interview and inform those applicants not shortlisted. Recruiting managers need to review CV's within 48 hours and respond with decisions for interviews and rejections. We operate in a very competitive market and delays in the recruitment process will lead to the organisation missing out on candidates.

### **Interviews/Selection Process**

When applicants are invited to interview, they should be given the details of the selection process e.g. interview followed by a presentation or skills test to be

administered as part of the interview process. Wherever possible, more than one person should be involved in the selection process.

All applicants will be informed of the need to bring evidence of their legal right to work in the UK to interview and the recruiting manager will be responsible for either copying or photographing the evidence and verifying that they have seen the original. Forwarded photographs with email verification is acceptable. Guidance requiring right to work checks are detailed in Appendix A. Recruiting managers will carry out the initial checks at interview to satisfy our legal obligations and the remaining verification process will be carried out by the HR team at the induction by completed Appendix B.

During the interview recruiting managers will:

- Check the applicant's ability to carry out the role
- Check for compatibility with the Groups Values and Behaviours
- Cover any unexplained gaps in employment
- Confirm any other mandatory requirements for the role e.g. a valid driving license if this is a requirement
- Completed the Interview Toolkit
- Verify the applicant's right to work in the UK

It is essential that the interview toolkit is completed for all applicants and returned to the acquisition team. Unsuccessful candidates can legally challenge our recruitment decisions, so it is imperative that the organisation can evidence a fair process and substantiate why an applicant was not successful. Offers cannot be made unless all the Interview Toolkits have been returned.

Recruiting managers should also consider any reasonable adjustments for any of the applicants who may have a disability. The Group HR Manager can provide further advice and support in this area.

The recruiting manager **must not** ask any questions relating to applicant's personal circumstance, e.g. marital status, childcare arrangements, caring responsibilities etc. The focus needs to remain on their ability to carry out the role and work the hours required.

Since the Equality Act 2010 came into force, questions about the health status of an individual applying for a post are illegal until after they have been made a conditional offer of employment.

## **Employment Offers**

The interview toolkits and any supporting information need to be returned to the acquisition team so a formal offer can be prepared.

Recruiting managers can make a **verbal conditional** offer of employment or request the acquisition team do this, providing the appropriate approvals are in place. A relatively quick verbal offer can prevent the applicant from accepting alternative offers from other employers

The offer will be prepared by the HR team, emailed and posted to the successful candidate. This documentation will include the date for their Corporate Induction Day.

All offers of employment for the Group are made on a conditional basis and, as a minimum, are subject to satisfactory evidence of the right to work in the UK, satisfactory evidence of any mandatory qualifications or requirements and satisfactory references.

The Group may subsequently withdraw an offer where satisfactory employment checks have not been received or any of the conditions relating to the offer are not met.

Once an offer is made to one candidate, the acquisition team will inform the other candidates that they have been unsuccessful. If an unsuccessful candidate requests feedback this will be provided by the recruiting manager. If the recruiting manager wishes to hold another suitable applicant in 'reserve', they can inform the Talent Acquisition Manager and they will be placed on hold until advised otherwise by the recruiting manager.

At the point in time when a conditional offer has been made, a Cascade record and an e-file is created by the HR Team.

## **Pre-Employment Checks for all Colleagues**

### **References**

The organisation will take up written references for all applicants. In the case of someone who has never been employed, a reference can be supplied from the candidate's school or college or from a responsible person in the community.

### **Right to work in the UK/Identification Check**

The Asylum and Immigration Act 1996 requires the organisation to ensure that all new employees are eligible to be employed in the UK by seeing an original copy of relevant documentation (listed in Appendix A). Failure to do this prior to employing an individual, is a criminal offence with a maximum fine of £20,000 per each employee without relevant documentation. All short-listed applicants are requested to bring their identification documents to their interview. Only original documents are acceptable. In addition, the HR team cannot issue an employment contract until the necessary proofs of the employees' eligibility to work in the UK have been received.

## **Disclosure & Barring Service (DBS) Checks**

If there is a legal obligation for a DBS check to be carried out for a specific role, the HR team will identify this and make the appropriate arrangements.

## **Occupational Health Clearance**

From the 1<sup>st</sup> October 2010, the Equality Act 2010 came into force. This makes asking questions about the health status of an individual applying for a post illegal until after they have been made a conditional offer. Once the conditional offer has been made the HR team will follow the necessary process to inform the Occupation Health provider of the need to carry out any required checks.

Depending on the job role of the application they may not be able to commence work for the organisation without having been cleared as fit to work by Occupation Health. If employment was to commence without clearance, it would be considered a very serious breach of organisation policy and potentially dangerous to both the colleague and anyone whom we come into contact with.

The HR team will advise if the Occupation Health screening needs to be completed prior to any commencement of employment.

The HR team will ensure that any new employee who is required to complete a health screening questionnaire does so, and any recommendations from the OH provider are communicated to the recruiting manager along with any measures that need to be put in place.

If the OH provider declares that a colleague is not fit for employment, the HR team will liaise with the recruiting manager and take the necessary steps.

## **Commencing Employment**

### **General Issues**

The recruiting manager must ensure all practical arrangements are considered and plans made to welcome the new colleague including;

- They have the necessary equipment and system log ins to carry out their role
- Arrangements are in place for the new colleague to attend any necessary training that is required
- Arrangements are in place for them to be met on their first day
- Local induction has been arranged

The HR team will liaise directly with the new colleague to ensure any new starter paperwork is completed and returned to ensure the new colleague is paid appropriately.

### **Ensuring safe employees on an ongoing basis**

It is a contractual requirement of all colleagues to alert their Manager of any criminal convictions, including any driving offenses. Any convictions gained by existing employees are to be referred to the HR team to ensure the employment relationship is still appropriate.

Colleagues who do not have permanent entitlement to reside and work in the UK are monitored by the HR team and where an entitlement is due to expire, the HR team

will contact the colleague for further documentation to ensure the organisation remains compliant with Immigration law.

The recruitment process is audited, and the processes and requirements of Talent Acquisition team and the relevant manager are checked for compliance by the Group HR Manager.

Updated 1<sup>st</sup> November 2022

Signed  
Henry Smith  
Chair of Trustees