



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 Employ My Ability'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 Operational Director in relation to the appropriate grade and / or salary.

Complete a job advert which confirms:

- details of the post

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 Employ My Ability
- terms and conditions of employment including salary – this is provided by the Operations Director

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important that this pack is carefully put together in order to present a professional image of the Company, therefore out-of date or poorly presented information is not suitable.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 Operations 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
- 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 senior manager with costings 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. Invites will be sent to 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.

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;
- get the references and pre-employment checks for candidates , and be responsible for ensuring the confidentiality of these, and for their safe return to the operations manager.

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 Operations Manager for filing for future reference if necessary.

The Operations Manager (or designated person) will:

- write to the unsuccessful candidates;
- 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.

The Operations Manager 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.