



Recruitment & Selection

Recruitment Policy Statement

We recognise that the people who work for us represent who we are. In order to achieve our goals, and be the best in our chosen fields, we need to do all we can to help our employees reach their full potential. By helping our staff achieve their own personal goals, we not only develop the individual but also benefit the organisation as a whole.

So that we can attract and retain a high calibre of employees, we want to make sure that all staff are fully aware of their role, it's responsibilities, and most importantly, how they contribute to the business as a whole. We encourage flexibility in working practices and wherever possible will offer newly available posts to internal candidates in the first instance. In this way we ensure that our staff development meets the needs of the business.

Skills, experience, potential and motivation will be the major selection criteria in identifying individuals for jobs. We will ensure that information is openly available on jobs for which there is not already an identified successor. This will normally be by open advertising (email/intranet) within the company. Circumstances may arise where the Board (in consultation with HR) deems it necessary to appoint/promote someone without following the full recruitment procedure. For example, where a single applicant for a position is obviously the best choice, they would not be required to go through an interview process or where there is a skill shortage.

We recognise that as far as possible the offer of employment should indicate a long-term commitment but will consider carefully alternatives in order to meet short-term resource requirements or the needs of our employees e.g. expand an existing employee's role, consider jobsharers or use temporary staff. We recognise that a vacancy should wherever possible, create a career development opportunity for an existing employee.

Roles and Responsibility

Managers are responsible for:

1. Developing their staff to ensure proactive succession planning within their department.
2. Ensuring each person receives the appropriate training in order to carry out their duties and to prepare them for opportunities. However, individuals are encouraged to share as much responsibility as possible for planning their own development.
3. Drafting job and person specifications.
4. Completing Staff Authorisation Form (available on the intranet).



5. Completing Advertising Request Form (available on the intranet).
6. Where changes in manpower requirements are necessary, consider alternatives to meet short-term requirements.
7. Considering all applicants and making the recruitment decision in line with the company's equal opportunities policy.

HR is responsible for:

1. Managing the recruitment process from start to finish.
2. Advising on appropriate recruitment methods.
3. Planning the recruitment process.
4. Establishing the market rate of pay for the position.
5. Assisting with the interviewing and testing of candidates.
6. Monitoring equal opportunities.

Equal Opportunities

We will take every possible step to ensure that all individuals are treated equally, fairly and that decisions on recruitment & selection are based solely on objective and job-related criteria.

We wholeheartedly support the principles of equal opportunity in employment and opposes all forms of unlawful or unfair discrimination on the grounds of all protected characteristics. In view of this, we will ensure that each manager adheres to the equal opportunities policy by giving them appropriate training.

Employees will be recruited on the basis of their skills, experience, potential and motivation to do the work to be performed.

Identifying the Need to Recruit

In identifying the need to recruit, managers must consider how the recruitment needs fit in with the companies strategy. Consider the following questions:

Do we need to fill this post at all?

Is the post permanent or temporary? Is there a long-term demand for someone to fill the post? If not, what kind of employment contract will best meet the needs of the business?

If there is no long-term demand, are there other jobs that the post holder could be trained for?



When the vacancy has been identified and approved by the Board, a staff authorisation form (SAF) must be completed.

When a Vacancy Arises

The manager defines and designs the job description and person specification. This should identify the grade, salary, skills, knowledge and experience required to achieve our objectives. These, along with the SAF should be passed to HR.

Advertising

All advertising must be non-discriminatory against all protected characteristics and will not contain matters likely to cause widespread offence. Advertisements will be as specific as possible and geared towards attracting only those who will fill the essential person specification criteria. This process will be monitored and management information will be produced by HR.

We will advertise all vacancies as widely as possible to encourage applicants from all sections of the community.

Internal Advertising of Vacancies

We are keen to promote from within, therefore all job vacancies will be advertised internally via e-mail and intranet - with the exception of those stated in 1.4 above. There will be a standard reminder of our referral fee.

External Agency Advertising of Vacancies

External advertising will only take place when there is reasonable justification e.g. where a position carries a person specification that only a limited number of people are likely to fit. We operate a preferred supplier list and HR is the single point of contact for all agencies.

Media Advertising

The marketing department will handle all media advertising. However, HR will need to approve all adverts to ensure they comply with the recruitment & selection policy. The recruiting manager must complete an advertising request form.

Response Handling

HR will deal with response handling and will ensure that applications are acknowledged within 5 days of receipt.

Short-listing

CVs are to be short-listed by managers, using the criteria specified in the job description and person specification. A shortlist e-mail should be completed explaining the decision to



shortlist or reject. This will enable HR to notify unsuccessful applicants and provide feedback to help them in their search for future employment. HR will notify short-listed candidates and will arrange the interview timetable in conjunction with the interview panels.

Interviews

All interviewers must have received 'behavioural-interview' training.

First Interview

The first interview should be attended by the recruiting manager. Each interviewer must complete an interview assessment pro forma . This will enable HR to write to successful candidates, inviting them back for a second interview, and notifying unsuccessful candidates and give them the opportunity to receive feedback.

Testing

Personality questionnaires provide a profile of the candidate's perception of their behaviour at work and can be used to explore this further at interview.

Ability tests are designed to measure current ability and future potential for different types of work skills. Use of any other tests e.g. spelling, presentations etc. must be referred to HR first. Trained members of HR will administer all tests.

Second Interview

The second interview must have a Senior Manager and/or preferably a Director. Each interviewer must complete an interview assessment pro forma. The panel from both interviews will have a 'wash up' session to reach a decision.

Assessment Centres

On some occasions the company may decide to run an assessment centre to help select from a group of candidates, using various selection techniques e.g. presentations, group exercise, interviews etc. The assessment centre could take place after the first or second interview.

Offering a Candidate

All job offers will be made on condition that the successful candidate:

Can provide two satisfactory business references going back at least 5 years (where appropriate)

Restrictions from a previous employer have been checked and OK'd. Where qualifications or target achievements have been stated to be essential for the successful candidate, he or



she has furnished proof of compliance with that requirement. Proof of work eligibility in accordance to the Asylum & Immigration Act 1996.

Until all three conditions have been met, an unconditional offer will not be issued.

Legal aspects of the nGAGE internal recruitment process

At the point at which you have decided to make someone an offer of employment you must obtain a copy of their current employment contract. You should inform them that this is to their benefit so that we can advise them on the restrictions they will be under. This should be forwarded to Adam Herron (AH) to enable him to review the restrictive covenants. AH will provide a summary of the restrictions enabling a decision to be made as to whether an offer should be made. HR will check that this has been done before an offer is issued.

Once an offer has been accepted AH and the MD of the appropriate company will decide whether the new employee would be considered high-risk i.e. they will be working in the same market as they were with their previous employer and they are in one of the higher risk sectors - Medical and Social Care. If so then before they commence their employment they will be referred to an independent solicitor for advice on the restrictions they will be working under.

On the first day of their employment the relevant MD/Director must meet with the new starter to advise them on their restrictions and discuss the advice they received from a solicitor if this occurred. The MD/Director must draft a file note of the meeting, sign and date it, and send it to HR to be attached to the employees file. HR will check the file note has been done at the end of the first week of employment.

All of these steps are mandatory with immediate effect and will be checked at each stage of the recruitment process by HR.

Notifying Candidates

HR will notify all candidates, in writing, of the outcome of their interview. Successful candidates will receive an offer letter with terms and conditions of employment. Unsuccessful candidates will be notified and given the opportunity to receive feedback.

Introduction

Prior to an individual commencing employment, the Learning & Development Director will design an appropriate induction process.



Reviewing the Recruitment & Selection Process

After the individual has been appointed, HR will review the recruitment process with the manager to ascertain what went well and where improvements could be made. On a regular basis we will examine the longer-term effectiveness of our recruitment strategy and make amendments to the policy where necessary.