

# RECRUITMENT AND SELECTION POLICY AND PROCEDURE

Effective for employees, students, Directors and volunteers on or after 1 June 2021

Date: 24<sup>th</sup> June 2021

Date of next Review: June 2024

**Please Note:** A formal, full review of this document will take place on a 3-yearly basis. However, in the interim, the document will be updated as necessary to remain current with internal organisation updates and any statutory legislation and/or significant Government guidance updates on the subject.

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**Designation:** Director of Operations

**Review Date:** June 2024

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## Policy Introduction

We aim to recruit and retain the best staff, in line with Safer Recruitment Guidelines ([Keeping Children Safe in Education](#)) to enable us to deliver our Corporate Plan. Our policy is to ensure that recruitment and selection decisions are based on the ability of the applicant to meet the requirements of the job description, person specification and any other relevant criteria. All applicants and employees will be treated fairly and according to this policy and procedure, and our relevant equality policies. We are committed to valuing diversity and promoting equality.

### Scope

These procedures apply to all full time and fractional appointments. The good practice elements of the procedure apply to all appointments.

### Procedures

#### 1. Statutory Requirements

1.1 Current employment law imposes obligations on employers not to discriminate on the grounds of a protected characteristic; age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity. We are committed to taking a positive and pro-active approach to diversity and equality which extends beyond the statutory obligations. There is also an additional requirement to ensure that we comply with UK immigration rules and procedures.

1.2 In addition, we will take into account the practical guidance and recommendations of non-statutory codes of practice.

#### 2. Responsibilities

2.1 HR Services will provide advice, guidance and support to recruiting managers so that:

- (a) Job descriptions, person specifications and recruitment advertisements are drafted in such a way as to make clear the requirements of job vacancies.
- (b) Our Valuing Diversity and Promoting Equality policy is a feature of all recruitment advertising.
- (c) Staff involved in recruitment and selection are aware of their role and responsibilities in this area.

2.2 HR Services will monitor applications by equalities criteria. Staff Recruitment & Selection Policy and Procedure

2.3 HR Services will organise training and development to support recruitment and selection, including relevant equality legislation

2.4 Head of Departments are responsible for the appointment of staff in their area; for ensuring that these procedures are followed, and that unfair discrimination does not occur

2.5 All staff involved in recruitment and selection have a responsibility to behave in a non-discriminatory manner.

### **3. Criminal Convictions**

3.1 For certain posts, a CRB disclosure will be sought from the Criminal Records Bureau (CRB). The requirement for CRB disclosure should be clearly stated in the advertising/recruitment documentation.

### **4. The Recruitment Process**

4.1 The recruitment process is often the first experience an individual has of L&F Training and it is important that it is a positive one. These procedures are designed to:

- create a positive image to applicants who may be future employees, students or customers;
- give a clear understanding of our work and what will be expected of them as employees;
- enhance the quality of the candidate pool;
- reduce the risk of a bad selection decision.

An essential component of the recruitment process is the literature prepared for candidates, such as job description, person specification and further details.

### **5. First Step**

5.1 If an employee leaves, or additional staff resources are required first check with the Director of Operations, Operational Director, Head of Department and/or Head of HR that there is 'in principle' support for filling the vacancy and that budget is available.

The Director of Operations may determine the need for new or replacement posts based on the current and future requirements of the Company. He/she may authorise moving to the next stage of the recruitment process where all of the following conditions are met:

- Where the nature of the post fits our HR frameworks and a budget can be identified to cover the cost involved.
- The grade has been determined in accordance with our procedures.

5.2 The Director of Operations must initially discuss and agree with the relevant Management that the budget is available to fill the vacancy. Staff Recruitment & Selection Policy and Procedure

5.3 If the job is new, or the duties of the job have changed significantly over time, it may be necessary for the job grading to be reviewed; the outcome may impact on the budget required. Advice on this should be sought from HR Services.

5.4 Recruiting managers are advised to discuss their recruitment plans with HR Services so that the appropriate level of guidance and support can be provided to ensure that the process runs smoothly. Consideration needs to be given at this stage to the shape and content of the recruitment activity appropriate to the vacancy.

5.5 If selection tools other than an interview are planned, these should be directly related to the requirements of the job, should be carefully selected, professionally designed and properly applied to ensure that there is no bias in the selection process. Further advice is available from HR Services.

## **6. Getting Started**

6.1 Vacancies normally have to be approved by the Director of Operations who will provide all of the recruitment documents, job description, person specification to the Company recruitment officer, who will collate this for submission to advertisers. Services with relevant vacancy details including budget, whether the post is new or a replacement, full or part time, location etc.

## **7. Job Description**

### **7.1 The job description:**

- provides a 'snapshot' of the job at a given time;
- defines the job purpose and principal accountabilities of the job;
- defines expectations in relation to Safeguarding responsibilities and need for DBS vetting
- indicates where the job sits within the organisational structure;
- outlines reporting relationships;
- changes as the job develops

7.1.2 The job description must be prepared by the employing Director in the standard format. Advice on production of job descriptions may also be sought from HR Services.

Where there is an existing job description for the vacancy, this will need to be reviewed, and updated where necessary and set out in the latest version of the appropriate standard template.

## **7.2 Person Specification**

7.2.1 Person specifications are designed to identify the qualifications, experience, knowledge, skills/competencies, and personal qualities required of the successful candidate to ensure the job is carried out effectively. It is crucial to the recruitment process that it is clear and precise Staff Recruitment & Selection Policy and Procedure since it outlines the criteria by which candidates will be shortlisted and selected. It is important to keep the person specification succinct. If candidates are not going to be assessed against a criterion during the recruitment process, then it shouldn't be included.

7.2.2 The person specification should make clear what is essential and what is desirable. Essential criteria are necessary pre-requisites whilst desirable criteria are 'nice to have's' which would be advantageous for the candidate to possess. The person specification with the job description is used to provide a realistic basis for an advertisement. Time spent at this stage will help at subsequent stages of the process.

7.2.3 Particular care must be taken when devising the criteria used in person specifications to ensure that these do not unlawfully discriminate against particular groups of people either directly or indirectly.

7.2.4 Where a satisfactory Criminal Records Bureau check is required for the post this should be specified as an essential requirement

## **7.3 Additional Information/Further Details for Candidates**

7.3.1 The Director of Operations may provide further information to supplement the job description and person specification e.g. giving the job context.

## **7.4 Recruitment Advertisement**

7.4.1 The recruitment advertisement should be designed to:

- give a snap shot of the job;
- those applicants whose experience, qualifications etc match the
- requirements of the job and quickly eliminate those who do not; convey a positive image of L&F Training as an 'employer of choice';

7.4.2 The Director of Operations is responsible for providing a draft advertisement. It should be succinct and interesting, aiming to have maximum impact with a minimum of text.

All adverts will include one of a selection of regularly reviewed and updated standard short generic 'openers'. These can be obtained from previous adverts or the Director of Operations.

Applicants initially scan publications very quickly for 3 main things:

- Job Title
- Salary
- Location

This information should be followed by: Staff Recruitment & Selection Policy and Procedure

- The job (the main thrust of what the jobholder will be doing or be expected to achieve)
- Key requirements - what the candidate needs to do the job e.g. essential and desirable qualifications, experience, background, personal qualities HR Services will add: standard text such as the closing date and equality statement

## **8. Advertising the Vacancy**

8.1 All posts should normally be advertised for a minimum of two weeks to attract the best pool of candidates.

## **9. Shortlisting**

9.1 Shortlisting should normally be carried out by at least two members of the selection panel, one of whom will normally be the Head of Department.

9.2 It is important that the criteria set at the beginning of the recruitment process in the person specification are used to assess all candidates as objectively as possible

9.3 Internal applicants 'at risk' should be shortlisted if they meet most of the essential criteria. The likely duration and cost of staff training and development will need to be taken into account in deciding whether the job would be suitable alternative employment for an 'at risk' applicant.

9.2 .

## **10. Selection Administration**

10.1 For all staff references can be obtained after successful interview but prior to offering employment.

10.2 Where references are to be requested prior to interview a longer lead in time is required to allow referees reasonable time to respond prior to interview. At least Staff Recruitment & Selection Policy and Procedure 12 working days' notice should be given to HR Services.

10.3 For internal appointments within the same Department or Academy further references will not normally be required.

## **11. The Interview**

11.1 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.

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

11.3 Candidates will have been asked to bring with them to the interview their original qualification certificates plus a copy, which must be verified against the originals and forwarded to HR Services

11.4 The purpose of collecting the above 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, HR Services will need to make alternative arrangements, which may delay any formal offer being made

11.5 The Chair of the panel must identify administrative support within the recruiting Department or Academy to meet and greet candidates on the day of the interview and to collect and photocopy the appropriate documentation. HR Services will provide the Chair of the panel with a checklist of required documentation in the interview pack. Guidance on appropriate documentation to be checked as confirmation of the right to work in the UK can be obtained from the Company Director or HR Services. Right to work documents should also be verified and signed by the interviewer to confirm that the originals have been seen.

11.6 All those involved in the Recruitment Process must have successfully undertaken Safeguarding Safer Recruitment training, so that during the interview processes, candidates can be effectively vetted in relation to their views and engagement in Safeguarding and Prevent good practice

## **12. Chair's Actions after Interview**

12.1 Following interviews, the Director may make a verbal conditional offer of appointment to the successful candidate. It must be made clear that the offer is subject to completion of our pre-employment checks as follows:

- receipt of references which are satisfactory to us
- evidence of essential qualifications
- confirmation of right to work in the UK
- Receipt of acceptable DBS screening results (where the post requires this)

12.2 HR Services should then be notified of the outcome and the successful candidate's documents returned together with all of the recruitment documents to HR Services including:

- Verified copies of the candidates' qualifications
- Verified copies evidencing the right to work in the UK

12.3 Failure to provide any of these documents could delay the process

12.4 Where a CRB disclosure is required, an offer of employment will be contingent upon a satisfactory CRB disclosure being received. HR Services will advise where appropriate.

12.5 It must be made clear to the candidate that they should not resign their current position and that we will only proceed to a formal offer of employment if all of the above pre-employment checks are satisfactory to us

12.6 Although you may wish to explore the successful candidate's availability to start work e.g. notice period, it is not appropriate to agree a potential start date at this stage

12.7 The successful candidate must not be allowed to start work in advance of all the pre-employment requirements being met. Please note full pre-employment checks will be required for Hourly Paid Trainers who are offered a full-time or fractional appointment

12.8 Any unsuccessful internal candidates must be contacted by the nominated member of staff to confirm the decision and provide feedback. This should be by telephone or by face-to-face. Once they have been informed please update HR Services

12.9 The unsuccessful candidate documents should be disposed of in confidential shredding

## **13. Salary**

13.1 On appointment the successful candidate will normally be placed on the first point of the advertised salary range for the job.

13.2 There may be situations where it is appropriate for the successful candidate to be placed on a higher salary point e.g. job related experience. In such cases it will be for the Director to decide the appropriate starting salary and put forward the appropriate justification

## **14. Actions after Interview**

14.1 Unsuccessful external candidates will be informed of the outcome by email issued usually within 5 working days of receipt of the interview outcome.

14.2 Confirmation of the conditional offer of employment will be sent to the successful candidate by the Head of Department or HR Services normally within 3 working days; unless previously Staff Recruitment & Selection Policy and Procedure obtained, references will be sought by HR Services using a pro-forma. The receipt of satisfactory references for the last two years of employment or last two employers is the normal requirement

## **15. Formal Offer of Employment**

15.1 It is the director's responsibility to decide whether references received are satisfactory and whether a formal offer of employment should be made.

15.2 Advice should be sought if there are any concerns about the content of references or in the event that there are omissions on the reference. References should always be checked to ensure that:

- questions have been answered unambiguously – omissions should be followed up
- employment dates match those listed on the application form – discrepancies should be followed up and clarified

15.3 The director will then agree a start date with the candidate and arrangements for the first day of work and then forward these details to HR Services by e-mail.

15.4 Once HR Services have been notified by the Director that a formal offer of employment can be made, paperwork will be sent to the candidate within 3 working days.

## **16. Induction**

16.1 Once an appointment is made, the Director must ensure practical arrangements for the new member of staff are organised before their arrival such as their workspace.

16.2 The Director should also ensure a local induction programme is planned for the new member of staff in readiness for their first day. This should incorporate standard information/activities which are common to all staff within the department, plus elements which are specific to the role.

16.3 All new starters must receive the Employee Handbook

## **17. Review of Policy & Procedure**

17.1 This procedure is subject to review in the light of relevant developments in legislation and employment practice. We reserve the right to amend the procedure from time to time at our discretion.