

S

A

M

P

L

E

1. Introduction

- 1.1 Effective and consistent recruitment processes are essential to ensure that all applicants are treated fairly and have an equality of opportunity so that costly recruitment mistakes are avoided.
- 1.2 The recruitment process is designed to ensure the selection of the most suitable person for the job in question. At the end of the recruitment process, the Company will select the person who is most suited to the position in question and who best fits the Company's <<Equal Opportunities/Equality and Diversity>> Policy at the time of recruitment.
- 1.3 This Policy defines the recruitment process and ensures that consistency and good practice is applied across the Company.

2. <<Equal Opportunities/Equality and Diversity>> in Recruitment

- 2.1 It is against the Company's <<Equal Opportunities/Equality and Diversity>> Policy to discriminate on the grounds of race, sex, age, nationality, ethnic or cultural origin, marital status, pregnancy, age, disability, sexual orientation, gender reassignment, religion, ethnicity, cultural or religious beliefs. Reasonable adjustments will be made to ensure that no applicant is disadvantaged because of his/her disability.
- 2.2 All employees are responsible for ensuring that the requirements of the <<Equal Opportunities/Equality and Diversity>> Policy are met at every stage of the recruitment process including advertising, job descriptions, instructions given to applicants, shortlisting, interviewing, selection and offers of employment.
- 2.3 All policies and procedures must be designed to maintain and promote equal opportunities in the workplace. It is the responsibility of every employee to ensure that their actions do not discriminate against any individual.
- 2.4 The Company will treat all applicants equally throughout the recruitment process. For example, appearance, age, sex, race, religion, foreign national or social status will not be a factor in the recruitment process in the UK.
- 2.5 Any employee who discriminates against an applicant during the recruitment process is liable to dismissal.

3. Monitoring <<Equal Opportunities/Equality and Diversity>> in Recruitment

- 3.1 In order for us to monitor the effectiveness of the Recruitment and <<Equal Opportunities/Equality and Diversity>> Policy it is necessary that all candidates complete a Monitoring Form. Anonymized data regarding gender and ethnic origins will be collected and used for the purpose of monitoring equal opportunity and in accordance with its Data Protection Policy.

S

Protection Policy. [<<Equal Opportunity Control Sheet.]

recorded and maintained on the <<Recruitment Monitoring

4. Recruitment Authorisation

- 4.1 Any vacancy must be authorised by the Recruitment Committee etc.>> before a request to the <<Internal Recruitment Committee etc.>> for consideration should be made. The request should include the rest of the team or department.
- 4.2 Once authorisation has been granted, the person/manager must produce a job description which provides a fair and accurate representation of the role. This should be on the Job Description Form. The description should include a clear specification of the role.
- 4.3 The job description must specify the responsibilities of the post and the person applying for the post. It should also specify the experience, skills and qualifications required to perform the role effectively.
- 4.4 The Job Description must be available to all candidates prior to interview to enable them to prepare for the interview.
- 4.5 Particular care must be taken to ensure that no unreasonable requirements are placed on the job holder which cannot be objectively justified and which would disadvantage certain groups e.g. women, ethnic minorities or disabled people.

Internal Recruitment Committee etc.>> before a request to the <<Internal Recruitment Committee etc.>> for consideration should be made. The request should include the rest of the team or department.

Once authorisation has been granted, the person/manager recruiting must produce a job description which provides a fair and accurate representation of the role. This should be on the Job Description Form. The description should include a clearly drafted person specification.

The job description must specify the responsibilities and seniority of the post and the person applying for the post. It should also specify the qualifications, knowledge, skills and experience required for the role to be carried out effectively.

The Job Description must be available to all candidates prior to interview to enable them to prepare for the interview.

Particular care must be taken to ensure that no unreasonable requirements are placed on the job holder which cannot be objectively justified and which would disadvantage certain groups e.g. women, ethnic minorities or disabled people.

5. Job Descriptions and Person Specifications

- 5.1 Once authorisation has been granted, the person/manager must produce a job description which provides a fair and accurate representation of the role. This should be on the Job Description Form. The description should include a clear specification of the role.
- 5.2 The job description must specify the responsibilities and seniority of the post and the person applying for the post. It should also specify the qualifications, knowledge, skills and experience required to perform the role effectively.
- 5.3 The Job Description must be available to all candidates prior to interview to enable them to prepare for the interview which will improve the success of the interview.
- 5.4 Particular care must be taken to ensure that no unreasonable requirements are placed on the job holder which cannot be objectively justified and which would disadvantage certain groups e.g. women, ethnic minorities, elderly or disabled people.

Once authorisation has been granted, the person/manager recruiting must produce a job description which provides a fair and accurate representation of the role. This should be on the Job Description Form. The description should include a clearly drafted person specification.

The job description must specify the responsibilities and seniority of the post and the person applying for the post. It should also specify the qualifications, knowledge, skills and experience required for the role to be carried out effectively.

The Job Description must be available to all candidates prior to interview to enable them to prepare for the interview which will improve the success of the interview.

Particular care must be taken to ensure that no unreasonable requirements are placed on the job holder which cannot be objectively justified and which would disadvantage certain groups e.g. women, ethnic minorities, elderly or disabled people.

6. Advertising of Vacancies

- 6.1 All vacancies must be advertised internally prior to external marketing. Wherever possible, internal candidates will be given preference. Where no reasonable training or experience is available to enable employees to achieve career advancement within the Company, then external recruitment may be considered. This may include the use of employment agencies or

Company to all members of staff where possible. Wherever possible, preference to external candidates and where no reasonable training or experience is available to enable employees to achieve career advancement within the Company, then external recruitment may be considered. This may include the use of employment agencies or

A

M

P

L

E

S

advertising on job boards

- 6.2 Where the job is to be advertised, the proposed advertisement must be submitted to [the HR Manager] for approval. An advertisement must not discriminate unlawfully [and should follow the Equality Commission recommended code].

proposed advertisement must be submitted to [Insert Name>>] for approval. An advertisement must not discriminate unlawfully [and should follow the Equality Commission recommended code].

7. Shortlisting

- 7.1 In order to shortlist candidates, the Company will:
 - 7.1.1 Identify specific requirements from the job description;
 - 7.1.2 Match these criteria against the information provided in the candidate's CV; and
 - 7.1.3 Use this information to determine which candidates will be invited for an interview.

the Company will:

- 7.2 Candidates who apply through a direct advertisement, whether through a newspaper, magazine, etc., will always be informed of the outcome of their application as soon as possible. Where candidates have applied to the Company through an agency, they will be informed of the outcome in writing.

the Company, whether through a direct advertisement, whether through a newspaper, magazine, etc., will always be informed of the outcome of their application as soon as possible. Where candidates have applied to the Company through an agency, they will be informed of the outcome in writing.

8. Recruitment Interviews

- 8.1 The interview will focus on the candidate's ability to perform the job and skills needed to perform it effectively in accordance with the Company's <<Interview Procedures>> and procedures set down in the Employee Handbook.
- 8.2 Managers conducting interviews will ensure that the questions that they ask job applicants are relevant and not discriminatory or unnecessarily intrusive. A record of the questions asked during the interview will be made and passed to [the HR department] to be retained for a suitable period of time.

job and skills needed to perform it effectively in accordance with the Company's <<Interview Procedures>> and procedures set down in the Employee Handbook.

will ensure that the questions that they ask job applicants are relevant and not discriminatory or unnecessarily intrusive. A record of the questions asked during the interview will be made and passed to [the HR department] to be retained for a suitable period of time.

9. Offer of Employment

- 9.1 Once the most appropriate candidate has been selected, this appointment needs to be approved by [the HR Manager, E.g. the HR Manager] and the terms and conditions of employment must be confirmed by [the HR Manager, E.g. the HR Manager] Name and/or Title of [the HR Manager, E.g. the HR Manager].
- 9.2 In setting a starting date for a new employee, the Company must bear in mind the salary of existing employees in similar roles to ensure that inconsistencies are not created within the organisation which could be challenged under the Equality Act 2010.
- 9.3 An offer should be made in writing to the candidate and, once agreed, a contract of employment should be sent out with the offer letter.

been selected, this appointment needs to be approved by [the HR Manager, E.g. the HR Manager] and the terms and conditions of employment must be confirmed by [the HR Manager, E.g. the HR Manager] Name and/or Title of [the HR Manager, E.g. the HR Manager].

must bear in mind the salary of existing employees in similar roles to ensure that inconsistencies are not created within the organisation which could be challenged under the Equality Act 2010.

candidate and, once agreed, a contract of employment should be sent out with the offer letter.

A

M

P

L

E

S

A

M

P

L

E

10. Points-based system

- 10.1 Employers will usually not be able to sponsor a licence to employ a worker from outside the UK. This will apply to all non-EU/EEA citizens coming to the UK to work from 1 January 2021.
- 10.2 The Company will comply with the requirements of the Home Office's points-based system for the recruitment of non-EU/EEA workers. Where a worker is to be recruited who is subject to the points-based system and does not have the right to work in the UK, it will be necessary to apply for a sponsor licence. The job title for the sponsor licence is: <<Insert Job Title E.g. the HR Manager or the Line Manager>>. The sponsor licence application process and sponsorship is appropriate.
- 10.3 In respect of eligible workers, the Company will ensure that all workers to be recruited into the Company, the Company will ensure that it has a valid sponsor licence so as to be able to issue a certificate of sponsorship for each worker.

11. References

- 11.1 All employment offers will require the receipt of <<Insert Number>> professional references to be provided by the applicant to the Company. The referees should usually be those of the applicant's previous employers although, in the case of a college or university, a college tutor or teacher will be acceptable.
- 11.2 Details of referees will be provided to the Company from an applicant once an offer of employment is made. Referees will not be approached without the applicant's permission.
- 11.3 [However for <<E.g. >> the Company may require the applicant to provide references to an offer of employment being made. With the applicant's permission, referees will be approached and the responses received will be used in the selection decision.]
- 11.4 References will usually be requested using a standard reference form being sent by post or telephone where necessary. If a written request for a reference has not been received, the Company may telephone the referee and may seek an oral reference.
- 11.5 If references which are requested for an offer of employment are not received within a reasonable timescale, the Company reserves the right to withdraw the offer of employment.

12. The Bribery Act

- 12.1 When recruiting for roles in Purchasing, the Company is aware of the considerable bribery risks (such as bribery) and subject to the requirements of the Bribery Act 2010, the Company may need to carry out additional checks as part of the recruitment process.
- 12.2 These checks may include checks of the applicant's criminal record, bankruptcy and credit references.

13. Qualification Certificates

- 13.1 All applicants are required to provide evidence of qualifications either in the form of original certificates or copies of certificates. Copies will be copied and then returned or destroyed. Confirmation of the validity of certificates will be obtained from the relevant Examination Board if certificates cannot be provided.
- 13.2 The employment offer will be conditional on valid evidence of qualification being provided. If the evidence is not supplied within a reasonable timescale, the Company reserves the right to withdraw the offer of employment.

S

timescale.

13.3 If an applicant fals
subsequently comes
employment then the
be liable to dismissal

ence of qualifications and this
Company at any stage during
to disciplinary action and may

14. Right to Work in the UK and

14.1 It is against the law
permission to live a
individual unless he o

oy a person who does not have
e Company will not employ an
work in the UK.

14.2 All offers of employ
the required original
UK (on an ongoing
Manager>> will che
process. In order fo
right to work checkin
work details with the

e successful candidate providing
ence of their right to work in the
<<State Job Title E.g. the HR
uments during the recruitment
out a check on the Home Office
e must have shared their right to
e Home Office service.

14.3 The requirement to
person who is offer
nationality or ethnic o

ork in the UK will apply to every
company, regardless of their race,

14.4 If an applicant is not
be advised to contac
circumstances, the e
are made.

t to work in the UK, then they will
eau for further advice. In these
out on hold while further checks

14.5 In the event that an
the UK he or she mu
work in the UK at the

ed permission to live and work in
s or her renewed right to live and
mission.

14.6 If it becomes eviden
employment that he
Company will, follow
established that the
terminate the employ

ng the course of an employee's
the right to work in the UK, the
o the circumstances and having
ve the right to work in the UK,
ment.

14.7 If a line manager be
department is workin
<<State Job Title E
<<State Job Title E.g

n employee in his or her team or
r she should report the matter to
giving reasons for the concern.
investigate the matter further.

15. Personnel Records & Star

15.1 Personnel records a
Manager>>. A file co
will include:

ame and Job Title E.g. the HR
held for each employee and

15.1.1 Contract of

15.1.2 Personal inf

Form;

15.1.3 Next of kin;

15.1.4 Ethnic origin

15.1.5 Home addre

15.1.6 Copy of Birt

oof of right to work);

15.1.7 Copy of all o

A

M

P

L

E

S

A

M

P

L

E

- 15.1.8 Changes to
- 15.1.9 Absence rec
- 15.1.10 Current Disc
- 15.1.11 Records of a
- 15.1.12 Records of C

and
 nce Appraisals.

15.2 These records are h
 Name>>. Electronic
 enables information
 accountants/payroll b
 payroll and pay exp
 information we hold c

ment, only accessible to <<Insert
 held by <<Insert Name>>. This
 cess to employee records. [Our
 ited access to enable them to run
 be asked annually to confirm the

16. Complaints Procedure

16.1 Any applicants wh
 discriminated agains
 Name>> stating the
 complain about his/h
 means of the Grieva

have been unfairly treated or
 process should write to <<Insert
 nt. Any employee who wishes to
 uitment process should do so by