

RECRUITMENT POLICY

GENERAL POLICY STATEMENT

Astun Technology Limited “The Company” is committed to equal opportunities. Our **Equality Policy** reflects this commitment.

Within our **Equality Policy** the Company promises to treat all employees, and potential employees, fairly and considerately. This Recruitment Policy sets out our specific policies in relation to Recruitment.

The company recognises the fact that our staff are our greatest asset, and the right recruitment and induction processes are vital in ensuring that the new employee becomes effective in the shortest time. The success of an organisation depends on having the right number of staff, with the right skills and abilities.

The company does not have a dedicated personnel/human resource function overseeing this process, so these responsibilities are devolved to line managers.

This policy will be regularly monitored to ensure that the objectives are achieved. It will be reviewed annually and, if necessary, revised in the light of legislative or organisational changes.

NAME: Mike Saunt

DATE: 1 April 2015

SIGNED:



POSITION: Managing Director

THE RECRUITMENT PROCESS

INITIAL ACTIONS

A vacancy presents an opportunity to consider restructuring, or to reassess the requirements of the job. This assessment is valid whether it is to fill an existing job or a new one.

We consider whether:

- the job function has changed?
- if work patterns, new technology or new products have altered the job?
- if there any changes anticipated which will require different, more flexible skills from the jobholder?

Answers to these questions help to clarify the actual requirements of the job and how it fits into the rest of the organisation.

Exit interviews, or consultation with the current jobholder and colleagues also produce good ideas about useful changes.

Writing a job description or job specification then helps us in the process us to analyse the needs of the job.

JOB DESCRIPTION

This should detail the purpose, tasks and responsibilities of the job. A good job description should include:

- main purpose of the job
- main tasks of the job
- scope of the job

A good job description is useful for all jobs. It can help with induction and training. It provides the basis for drawing up a person specification – a profile of the skills and aptitudes considered essential and desirable in the jobholder. It enables prospective applicants to assess themselves for the job and provides a benchmark for judging achievements.

PERSON SPECIFICATION

Drawing up the person specification allows the company to profile the ideal person to fill the job. It is very important that the skills, aptitudes and knowledge included in the specification are related precisely to the needs of the job; if they are inflated beyond those necessary for effective job performance, the risk is that someone will be employed on the basis of false hopes and aspirations, and both the employer and employee will end up disappointed in each other. Another good reason not to set unnecessary requirements is to avoid any possibility of discrimination against particular groups of potential applicants. The very process of writing a job and

person specification should help us to develop and implement a policy of equal opportunity in the recruitment and selection of employees.

Factors to consider when drawing up the specification include:

- skills, knowledge, aptitudes directly related to the job
- the type of experience necessary
- the competencies necessary
- any criteria relating to personal qualities or circumstances which must be essential and directly related to the job, and must be applied equally to all groups irrespective of sex, sexual orientation, race, age, nationality, disability, religion or belief, membership or non-membership of a trade union. To do otherwise is potentially discriminatory.

The person specification helps the selection and subsequent interview to operate in a systematic way, as bias-free as possible. The use of competency-based approaches can help by focusing on the 'match' between candidate and role, but they are best used where they are an integral part of the continuing assessment and development of staff.

PAY

After setting the job and the person specifications, consideration should be given to pay rates. Factors such as scales, grades and negotiated agreements, as well as market rates and skills shortages, may affect the wage or salary.

The company is also aware of the requirements of equal pay and discrimination legislation.

We must also comply with the provisions of the National Minimum Wage Act 1998.

ATTRACTING APPLICANTS

In the search for suitable candidates, the process of marketing needs to be undertaken carefully so as to ensure the best response at the least cost. The object is to get a good selection of good quality candidates.

Possible methods include:

- internal recruitment
- local and national newspapers
- specialist and professional journals
- internet (including our own website)

Any advertisement needs to be designed and presented effectively to ensure the right candidates are attracted. It must be tailored to the level of the target audience, and should always be clear and easily understood. It must be non-discriminatory, and should avoid any gender or culturally specific language. To support this, we include a statement of our commitment to equal opportunities, which will

underlines the company as one that welcome s applications from all sections of the community.

Internal recruitment is actively encouraged as this method can have the advantage of building on existing staff's skills and training, and provides opportunities for development and promotion. It is a good way to retain valuable employees whose skills can be further enhanced. Other advantages include the opportunity for staff to extend their competencies and skills to the benefit of both the organisation and the individual, and the enhancement of individual motivation.

APPLICATION FORMS

Application forms help the recruitment process by providing necessary and relevant information about the applicant and their skills. The design of the form needs to be realistic and straightforward, appropriate to the level of the job. Using application forms has the following advantages:

- comparing like with like is easier. (CVs can be time-consuming and may not provide the information required although they may be more suitable for senior positions)
- they provide the basis for an initial sift
- the standard of completion can be a guide to the candidate's suitability, if writing and presentation skills are essential to the job; however, be aware of the possibility of disability discrimination
- they provide a record of qualifications, abilities and experience as stated by the applicant.

All applications should be promptly acknowledged.

Any information such as title (marital status), ethnic origin or date of birth requested for monitoring purposes (e.g. for compliance with the legal requirements and codes of practice on race, sex, disability and age discrimination) should be clearly shown to be for this purpose only, and should be on a separate sheet or tear-off section. Such information need only be provided on a voluntary basis.

Medical information should also be obtained separately and kept separate from the application form. Additionally, the requirements of the Data Protection Act 1998 (and subsequent Codes of Practice on recruitment and selection, employment records, monitoring at work and information on workers' health) need to be noted – if any recruitment records are to be held on computer or in a manual system, the applicant should be advised of this and for what purposes and duration the information is to be held.

NOTES:

The Asylum and Immigration Act 1996 makes it a criminal offence for an employer to employ those who do not have permission to live or to work in the United Kingdom. This applies only in relation to employees who started work for the employer on or

after 27 January 1997. For further information visit the Home Office website at www.ind.homeoffice.gov.uk

The Police Act provides a statutory basis for certain criminal record checks which may be used by employers. These checks can be made via the Criminal Records Bureau which came into being in 2001. Some staff may be required to undergo such checks where this is a requirement of a client.

SELECTING THE BEST CANDIDATE

Whatever form the applications take, there may be a need to sift them before moving on to the interview stage. Such a sift serves to match the applicants as closely as possible to the job and person specification and to produce a shortlist of people to interview. To avoid any possibility of bias, such sifting should be undertaken by two or more people, and it should involve the direct line manager / supervisor.

The sifting stage also helps the company by providing feedback on the advertising process and the suitability of the application form. It can also identify people who might be useful elsewhere in the organisation. If references or medicals are to be taken up before the invitation to interview stage, it should be made clear on the application form/information pack sent to the applicant.

The candidates who best match the specifications may then be invited for interview. The invitation letter should tell candidates that they should advise the organisation in advance if any particular arrangements need to be made to accommodate them on arrival or during the interview; for instance, ramp access or lighting levels. The invitation letter should also clearly state whether the organisation will pay the candidate's reasonable travel expenses for the interview.

INTERVIEWS

The interview has two main purposes – to find out if the candidate is suitable for the job, and to give the candidate information about the job and the organisation. Every candidate should be offered the same opportunities to give the best presentation of themselves, to demonstrate their suitability and to ask questions of the interviewer.

A structured interview designed to discover all relevant information and assess the competencies of the applicant is an efficient method of focusing on the match between job and candidate. It also means that there is a consistent form to the interviews, particularly important if there are a number of candidates to be seen.

The structured interview is most likely to be effective in obtaining specific information against a set of clearly defined criteria. However, not every manager is skilled at interviewing, and may not be able to judge efficiently the applicant's skills and competencies.

Interviews need not be formal. The length and style of the interview will relate to the job and the organisation. The interviewer(s) should consider the job and the candidates when deciding on the nature of the interview. All interviews, whether formal or informal, need careful preparation if they are to be successful. Each

candidate should leave with a sense of being treated well and fairly and having had the opportunity to give of their best.

PREPARATION

The interviewer should prepare by:

- reading the application form, job and person specifications to identify areas which need further exploration or clarification
- planning the questions. In some interviews it is appropriate to ask only one or two questions to encourage the candidate to talk at length on certain subjects. In others it may be better to ask a series of short questions on several different areas. If there is more than one interviewer, different people can cover different topics, eg job knowledge, training, qualifications. Do not ask for personal information or views irrelevant to the job. Do not ask potentially discriminatory questions such as 'Are you planning to have children in the next few years?'
- being ready for the candidates' questions, and trying to anticipate what additional information they may seek.

CONDUCTING THE INTERVIEW

Conduct the interview in an environment that will allow candidates to give of their best. Arrange for there to be no interruptions, divert telephone calls, welcome the candidate(s), and show them cloakroom facilities, etc. If possible, let the candidate have a brief tour of the place of work. This is particularly useful in the case of people new to the job market (school-leavers, returning men and women), who may have little or no experience of what to expect in a workplace. It may also prove valuable in offering an additional opportunity to assess the candidate's interaction with possible colleagues. Consider whether any adjustments need to be made to accommodate an interviewee who has indicated a disability on the application form.

The following pointers may be helpful in conducting the interview:

- introduce yourself (and other interviewers if present); this also gives the candidate time to settle down
- give some background information about the organisation and the job – this helps everyone to focus on the objective
- structure the questions to cover all the relevant areas, and don't ask too many 'closed' questions. Open-ended questions (ie ones that can't be answered just by a yes or no answer) will encourage the candidate to speak freely – they often begin 'what', 'why', 'when' or 'how'
- avoid leading questions
- listen, and make brief notes as necessary on salient points
- have a time frame and keep to it, allowing sufficient time for candidates to ask any questions they might have

- make sure the candidate is familiar with the terms and conditions of the job, and they are acceptable. If not, and the candidate is the best one for the job, then some negotiation may be necessary
- tell the candidate what will happen next and when to expect to hear from the organisation

MAKING THE DECISION

Write up notes immediately after each interview – recording relevant answers and detail. This is not only for the decision-making process but also to provide feedback to the candidate if requested.

Bear in mind the provisions of the Data Protection Act 1998, which will enable the candidate to ask to see interview notes where they form part of a ‘set’ of information about the candidate – for instance, the application form, references received and so on, or the full personnel file if the candidate is already working for the organisation. Be aware also that your reasons for appointing or not appointing a particular candidate may be challenged under discrimination legislation.

Inform all the applicants of the outcome as soon as possible, whether successful or unsuccessful. Keep in touch if the decision is delayed.

Try to give positive feedback to unsuccessful candidates on any aspects they could reasonably improve for future success. It is sensible to maintain a favourable view of the organisation among the applicants – there may be future job vacancies for which they would be suitable and for which you would wish them to apply.

REFERENCES

State on the application form when any references will be sought, and do not approach a current employer unless the candidate has given express permission. If references are sought, they will be most effective if you include a job description with the request, with structured, relevant questions that will enable you to gain accurate further information about the candidate’s abilities.

Detailed guidance on confidentiality when giving and receiving references may be found in the Employment Records section of ‘Employment Practices Data Protection Code’ available on the website of the Information Commissioner at www.ico.gov.uk. The Code has guidance on what to do when a worker asks to see his or her own reference. This includes guidelines on what information it is reasonable to withhold if the reference enables a third party (eg the author of the reference) to be identified. Do not ask for personal information or for conjecture about the applicant.

Remember too that completing a reference takes time and proper consideration, so only seek such references if you believe they are necessary and appropriate. A simple form confirming dates of employment, capacity and particular skills may be satisfactory.

The holding of particular qualifications, training or licences may be important to the job, and it is reasonable to ask candidates for proof. If checks on such qualifications

are to be made, it is good employment practice to make sure the applicant knows, and that copies of any relevant documents will be held on their personnel file.

The timing of reference and qualification checks is variable. It is often the case that references are taken up at shortlist or offer stage, and the candidate may be asked to bring documentary evidence of qualifications to the interview.

Job offers are sometimes made 'subject to satisfactory references being received', but this is not advisable. The referee may simply fail to provide any kind of reference. There is no legal requirement to do so. Or a referee may wrongly indicate the applicant is unsuitable, in which case if the offer is withdrawn on those grounds, the organisation could face legal action by the applicant. For this reason, the Company operates a policy where new starters are subject to an initial 'probationary' period.

THE OFFER

Once the successful candidate is identified, and any necessary references and checks completed, we send out an offer letter. This is preferable to telephoning the candidate, as a letter enables the specifics of the job to be re-stated, with the terms and conditions, any pre-conditions (eg subject to exam success), or post-conditions (e.g. subject to a satisfactory probation period).

Remember that the employment contract is a legal one, and exists even before the candidate has commenced employment. The offer letter should set out the following points:

- the job title and the offer of that job
- any conditions (pre or post) that apply to the offer
- the terms of the offer – salary, hours, benefits, pension arrangements, holiday entitlement,
- place of employment, etc
- the date of starting, and any probationary period
- what action the candidate needs to take, eg returning a signed acceptance of the offer, agreement
- to references, any date constraints on acceptance
- if the letter is to form part of the contract of employment, it should say so. Alternatively it could form the main terms and conditions of employment – a written statement required by law to be issued to employees within two months of them starting work.
- Preparing for the new employee

Once the candidate has accepted the job, the organisation must then prepare for the new employee's arrival and induction. Failure to attend to this can create a poor impression and undo much of the positive view the candidate has gained throughout the recruitment and selection process. A good induction programme reinforces



positive first impressions and makes new employees feel welcome and ready to contribute fully.