

WESTOAKS BUILDERS LTD  
Recruitment Policy  
14<sup>th</sup> Jan 2012

## **1. Introduction**

Effective and consistent recruitment practices are essential to ensure that all applicants are treated fairly and with diversity and equality of opportunity and that costly recruitment mistakes are avoided.

The recruitment process must result in the selection of the most suitable person for the job in respect of skills, experience and qualifications.

This Policy defines the principles that the Company considers important in the recruitment process and aims to ensure that consistency and good practice is applied across the Company.

## **2. Equality & Diversity in Recruitment**

It is against the Company's Equality and Diversity Policy and against the law in many cases to discriminate either directly or indirectly on the grounds of race, nationality, ethnic origin, gender, marital status, pregnancy, age, disability, sexual orientation, gender reassignment, ethnicity, cultural or religious beliefs.

All employees are required to comply with the requirements of the Equality and Diversity Policy at every stage of the recruitment process including production of job descriptions, advertising material, instructions given to recruitment agencies, shortlisting of applications, interviewing, selection decisions and offers of employment.

All Company's policies and procedures reflect our commitment to achieving and maintaining equal opportunities within the workplace. It is the responsibility of every employee to monitor continually and evaluate formal and informal practices and procedures to ensure that they do not directly or indirectly discriminate against any individual or group of society.

Any employee who is found to be discriminating in any way during the recruitment process will be subject to the disciplinary procedure and may be liable to dismissal.

## **3. Monitoring Equality & Diversity in Recruitment**

In order for us to monitor the effectiveness of the Recruitment and Equality & Diversity Policy it is necessary that all candidates complete the Equality & Diversity Monitoring Form. Any data which is collected regarding gender and ethnic origins will be collected solely for the purpose of monitoring equal opportunity and will be held confidentially by the Company and protected from misuse.[This data should be recorded and maintained on the Equality & Diversity Recruitment Monitoring Control Sheet.]

## **4. Recruitment Authorisation**

Any vacancy must be authorised by Head of Personnel before any attempt is made to fill the role. In making the request to the Head of Personnel consideration should be given to whether the role could be absorbed amongst the rest of the team or elsewhere in the Company. Also consider all the cost implications.

## **5. Job Descriptions**

Once authorisation has been obtained, the person/manager recruiting must produce a job description for the vacancy which provides a fair and accurate representation of the role and follows the format which is laid out in the Job Description Form.

The job description should be given to all candidates prior to interview to enable them to prepare adequately for the interview which will improve the success of the interviewing process.

Particular care must be taken when producing job descriptions to ensure that unreasonable requirements are not placed on the job holder which cannot be objectively justified and may unfairly disadvantage certain groups e.g. women, ethnic minorities, elderly or disabled persons.

## **6. Advertising of Vacancies**

All vacancies must be advertised within the Company to all members of staff prior to external methods of recruitment being used. Wherever possible internal candidates will be considered in preference to external candidates and reasonable training and coaching will be provided to enable employees to achieve career advancement. Where it has not been possible to recruit within the Company, then external methods of recruitment may be considered. These may include approaching agencies or advertising in suitable press.

An advertisement must not show any intention to discriminate unlawfully [and should follow the Equal Opportunities Commission recommended code.]

## **7. Shortlisting**

Preparation is the key to maximising the likelihood of selecting the most suitable candidate for the position.

- Identify specific job related criteria using the job description.
- Match these criteria with those detailed in the candidate's CV.
- Use this to select which candidates will be invited for interview, if appropriate.

Once a list of criteria has been identified it is useful, particularly when considering a large number of candidates for one position, to record how the candidate(s) compare using a tabular format, as follows:

Name	Criteria					
	Criteria 1	Criteria 2	Criteria 3	Criteria 4	Criteria 5	Criteria 6
Candidate 1						
Candidate 2						

Candidates who apply for positions with the Company, whether through a direct advertisement or a recruitment agency, will always be informed of the outcome of their application as quickly as possible. Where candidates have applied to the Company directly, they should be informed of the outcome in writing.

## **8. Recruitment Interviews**

### **8.1 Preparing for the Interview**

Recruitment interviews will be arranged and conducted by the recruiting person/manager. It is advisable wherever possible to ask someone else to interview with you. Interviewing with a colleague can be useful to give you time to collect your thoughts or plan further questions while your colleague 'takes the reins' for a while. You can also study the candidate's body language and facial expressions more easily when not directly involved in talking to the candidate. A second opinion is often useful in making recruitment decisions. In addition a colleague's feedback is very useful to monitor your interviewing technique.

Interview arrangements should wherever possible be confirmed in writing to the candidate.

In preparing for the interview:

- Identify any areas on the list of criteria that need further exploration or clarification. For example, where it is not obvious from the candidate's CV that they possess the required skill.
- Identify any other areas on the CV that need further exploration or clarification. Look particularly for unexplained gaps in employment, a succession of rapid job changes, or a statement of achievement that needs to be validated. For example, always being in the top five achievers is a somewhat different level of success when there are 100 people in the pool as compared to when there are only five in the pool.
- Formulate the questions to be covered in the interview. Ensure that they will enable all the above information to be gathered.

### **8.2 During the Interview**

Please see the Interview Guidance Notes which provides sample interview questions focused around the competencies.

When conducting the interview:

- Use the same questioning strategy with each candidate and do not ask for any personal information or views that are not relevant to the job as this could be

considered discriminatory

- Do not accept partial or unclear answers to any of your questions, probe for more detail if necessary, give every candidate an opportunity to answer the questions fully
- Try to keep question open, not questions which require a simple yes / no answer.
- **Remember – the candidate should be talking for 80% of the interview and the interviewer(s) for 20%!**

### **8.3 After the Interview**

- Read through your notes about each candidate and complete the assessment form. Your reasons for appointing or not appointing a particular candidate are important in case your final decision is challenged e.g. under the Sex, Age, Race or Disability Discrimination Acts.
- Compare each candidate against the job description again in light of the additional information you now have concerning each candidate.
- Make an assessment for each candidate as to whether they will fit the culture of the team and the Company as a whole. However, ensure that you are not discriminating against any candidate because he/she is a different sex or of a different age or from a different racial, religious or cultural background to the rest of the team.
- **Do not pick the best of a bad bunch** – recruitment mistakes are costly and time consuming and ultimately it is better to re-advertise to get the right person.
- If you are uneasy or unsure about anything that was discussed in the interview, ask the candidate back for another interview or talk to them over the phone to clarify. Do not ignore your instincts and offer the job anyway and hope that it will be alright.
- Let all candidates know whether they are successful or not as quickly as possible. Delays could mean that you miss out on the best candidates.

## **9. Offer of Employment**

Once the most appropriate candidate has been selected, this needs to be approved by the director and the terms and condition of the offer of employment need to be confirmed by Head of Personnel.

In setting a starting salary to offer your chosen candidate bear in mind the salary level the candidate is seeking, the budget and the authorised salary range (as shown on the Job Description Form). You obviously need to bear in mind the salary of existing employees in a similar role so that you do not create inconsistencies within the Company which could be challenged under the Equal Pay Act, Age, Sex, Race or Disability Discrimination Acts.

An offer should be made verbally to the candidate and once agreed, a contract of employment needs to be raised and sent out with the offer letter.

## **10. References**

All employment offers are conditional upon receipt of two professional references which are satisfactory to the Company. The referees should usually be the applicant's current and previous employers, although in the case of a college or school leaver the college tutors or teachers will be acceptable.

Referees will usually be sought from an applicant once an offer of employment is made and referees will not be approached without the applicant's permission.

[However for senior positions the Company may require the applicant to provide details of referees prior to an offer of employment being made. With the applicant's consent the referees will be approached and the responses received will form part of the selection decision.]

References will usually be sought in writing and require that a standard reference form be completed although details may be checked or clarified by telephone where necessary. If a response to a written request for a reference has not been received, then the Company will telephone the referee where the details have been provided and may seek an oral reference instead.

If references which are satisfactory to the Company are not received within a reasonable timescale then it may be necessary to withdraw the offer of employment.

## **11. Qualification Certificates**

All applicants are required to provide evidence of qualifications either in the form of original certificates which will be copied and then returned to confirmation from the relevant Examination Board if certificates cannot be produced.

The employment offer will be conditional upon valid evidence of qualification and the offer may be withdrawn if this is not supplied within a reasonable timescale.

If an applicant falsifies certificates or evidence of qualifications and this subsequently comes to the attention of the Company at any stage during employment then the individual will be subject to disciplinary action and may be liable to dismissal.

## **12. Work Permits and Illegal Working**

It is against the law to employ a person who does not have permission to live and work in the UK. The Company could be prosecuted and fined under the Immigration and Asylum Act 1999 for employing somebody who does not have permission to work in the UK.

Therefore all successful applicants will be required to provide evidence of one original piece of documentation from the list below once an offer of employment is made:

- A document giving the person's National Insurance number and name. This could be a P45, a National Insurance card or a letter from a government agency;

- A document showing that the person can stay indefinitely in the UK or that they have no restriction preventing them from taking employment. This may be an endorsement in a passport or Home Office Letter;
- A work permit or other approval to take employment from the Department for Education and Employment;
- A document showing that they are a UK Citizen or have right of abode in the UK. This may be an endorsement in a passport, a birth certificate, a registration or naturalisation document or a letter from the Home Office;
- A document showing that they are a national of a European Economic Area country. This may be a passport or national identity card: or
- A document confirming registration with the Worker Registration Scheme.

In order to avoid discrimination, it is essential that the same criteria are applied to every person who is offered employment with the Company. It will be the responsibility of the recruiting manager to ensure that a relevant document has been supplied which satisfies the criteria set out above.

If an applicant is not able to produce one of the listed documents then they will be advised to contact the Citizens Advice Bureau for further advice and their employment will be put on hold until evidence can be produced and the offer may be withdrawn.

### **13. Personnel Records & Starter Procedures**

Personnel records are held by Personnel Dept . A file containing paper records is held for each employee and will include:

- Contract of Employment
- Personal information – New Starter Form
  - Next of kin
  - Ethnic origin
  - Home address
  - Copy of Birth certificate (or similar proof of right to work)
  - Copy of marriage certificate if appropriate
  - Copy of all qualifications
- Changes to terms and conditions
- Absence records
- Current Disciplinary details
- Records of any Training undertaken
- Records of Objectives and Performance Appraisals

These records are held in a secure environment, only accessible to Head of Personnel. Electronic records may also be held by Head of Personnel. This enables information gathering and quick access to employee records. [Our accountants/payroll bureau also

have/has limited access to enable them to run payroll and pay expenses. Employees will be asked annually to confirm the information we hold on them is correct.]

## **14. Complaints Procedure**

Any applicants who consider that they have been unfairly treated or discriminated against during the recruitment process should write to Head of Personnel stating the grounds of the complaint. Any employee who wishes to complain about his/her experience of the recruitment process should do so by means of the Grievance Procedure.