
Recruitment & Selection Policy

1. Introduction

The Purpose of this recruitment and selection policy is to ensure:

- A professional and consistent approach to recruitment and selection;
- Adherence to our Equality, Diversity policy, our Fairness Inclusion and Respect (FIR) commitments and relevant employment legislation
- That members of staff are recruited on the basis of their ability; and
- Managers are able to attract and recruit high calibre staff.

2. Scope

This policy applies to all internal and external applicants.

3. Policy Statement

We want to constantly improve our performance as an organisation. In order to make this a reality, we need to recruit from the widest possible pool of talent.

GRAHAM aims to attract and recruit people with diverse backgrounds, skills and abilities, who will enhance the quality of service and contribute to our success.

GRAHAM is committed to providing opportunities for development and career progression to current employees. This means that we will normally advertise vacancies both internally and externally.

4. Recruitment & Selection Procedure

There are a number of key stages in recruiting and selecting for a post. This procedure outlines the key stages and provides operating guidelines. Further advice and guidance on all stages is available from the Human Resources Department.

In addition, the Human Resources Department provides guidance, information and offers training courses i.e. Recruitment & Selection, Unconscious Bias, Fairness Inclusion and Respect (FIR)

Best practice equality techniques must be followed, to include gender decoders, blind CV reviews and balanced recruitment panels.

HR will ensure that applicants are aware of access to reasonable adjustments for both the recruitment process and employment.

All recruitment must be processed through our Applicant Tracking System. Training and support in accessing and using the Applicant Tracking System is available from the Human Resources Department.

4.1 Vacancy Identification

- When a vacancy first arises, whether this is due to the current post holder moving internally or externally, or whether it is a new role, it is important to evaluate carefully the need for the role. Consideration should be given to the purpose and content of the role as well as where it fits into the structure of GRAHAM Facilities Management.

- Managers should initially contact Human Resources when a vacancy requirement is established for guidance on completing a Vacancy Request through the applicant tracking system.

4.2 Job description and Person specification (Job profile)

- A job description and person specification (Job Profile) must be produced or updated for any vacant post that is to be filled. Existing Job Profiles can be viewed and amended through the vacancy templates on the Applicant Tracking System..
- The job description should accurately reflect all elements of the post.
- The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience that are required for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when drawing up the person specification to avoid including language or criteria that may have the effect of indirectly discriminating against certain groups of applicants, e.g. *'must have 10 years' experience'* is potentially discriminatory. Guidance should be sought from the Human Resources team.
- GRAHAM Facilities Management will periodically review the content of all job profiles to ensure equality of opportunity.

4.3 Director Authorisation

- All Vacancy Requests must be submitted to a Director for approval through the Applicant Tracking System prior to the post being advertised. Human Resources can provide further guidance on the authorization process.

4.4 Advertising/attracting applicants

- The majority of roles that are advertised will include a copy of the Job Profile, therefore it is imperative that the information accurately describes the role and the training/experience applicants need. In normal circumstances posts should be advertised both internally and externally thus allowing career development opportunities for existing staff whilst fulfilling equal opportunities requirements and potentially enhancing the diversity of the workforce.

GRAHAM Facilities Management will utilise a range of job boards to advertise positions online. In exceptional circumstances, and with Director approval, adverts may be run in newspapers or professional magazines. Advertisements should be based on the person specification and identify all the essential criteria in order to maximize the number of suitably qualified applicants.

Human Resources will be responsible for designing and processing adverts which will clearly outline our commitment to equality.

- Jobs should be advertised to ensure fairness and to establish the most effective pool of candidates.
- Gender decoder and other best practice equality recruitment techniques will be utilised to attract the widest possible candidate pool.
- In certain circumstances it may be more effective to use a recruitment agency than to advertise externally. Approval to do so should be sought from the Director. Recruiting managers must bear in mind there is an additional charge (normally 10 – 20% of the agreed annual salary) associated with agencies and this must be factored into costs. Human Resources will manage the recruitment process with agreed PSL Agencies.
- Agencies must demonstrate that they have appropriate equality and diversity processes in place to ensure the widest pool of candidates which must comply with GRAHAM equality standard levels.

- Human Resources will ensure that all Agencies comply with all equality legislation and codes of practice.
- All external job advertisements will be published as a minimum on GRAHAM Facilities Management website.

4.5 Managing the Application process

- All applicants must complete the standardised application form available through the GRAHAM website..
- Applicants are encouraged to complete the Equal Opportunities Monitoring form which is part of the application form on the Applicant Tracking System.

4.6 Shortlisting

- All applicants should be assessed against the person specification and should meet the essential criteria, as a minimum.
- Shortlisting must be undertaken by a minimum of two people to avoid any possibility of bias, one of whom would normally be the direct line manager. Once complete, the shortlisting matrix must be returned to Human Resources along with confirmation of who should be invited to interview.
- Shortlisted candidates should be provided with details of the selection process in writing, including details of any tests, giving as much prior notice as possible. Providing insufficient notice to applicants could have an adverse impact on public relations.
- Managers and Human Resources should note any arrangement or adjustments candidates may require, as detailed in their application form, to ensure the candidate can participate fully in the selection process.
- Shortlisting should be completed within ten working days of the vacancy closing. Human Resources must be provided with the shortlisting matrix and confirmation that candidates who were not shortlisted can be emailed to inform them that they have been unsuccessful.
- Any member of staff involved in a selection process who has a personal or familial relationship with an applicant must bring this to the attention of the Human Resources team.

4.7 Selection Methods

- It is recommended that a range of selection methods, that are suitable for assessing both the essential and desirable criteria in the person specification are established as this will enhance objective decision making which is difficult through interview alone. The Human Resources team can provide further advice and guidance in this area.
- There must be more than one person on an interview panel. Human Resources must be notified of the names of the interviewers at the shortlisting stage. Best practice recommends that the same interviewers conduct all interviews to ensure consistency and fairness for all candidates.
- Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification. Each set of interview questions must be sent to Human Resources.
- The interviewers must make notes during the interview to capture the candidate's responses. These notes should be scanned and sent to HR once all interviews have been conducted. This must be accompanied by the interview score sheet.
- In the event that a candidate requests feedback about their performance in the selection process this should be arranged by Human Resources through the Chair of the panel, although he or she may delegate this to another member of the panel where appropriate.

- Unsuccessful interview candidates should be dealt with courteously and sensitively and should as a minimum receive written notification of the outcome of the selection process. Once the interviewers confirm which candidates have been successful and unsuccessful HR will email the candidates through the Applicant Tracking System to update them. As this can be an anxious time for candidates, interviewers should attempt to update HR as soon as possible once all interviews have been conducted.
- Should there be an extended length of time between interviews, e.g., to accommodate a candidate being on holiday, interviewers should let all candidates know when interviews will conclude and therefore the earliest date they can expect a response. Regardless of extenuating circumstances such as holidays it is best practice to manage candidate expectations by letting them know when they are likely to receive a response.
- Where there is disagreement amongst a panel as to the successful candidate the majority view shall prevail.

4.8 References

- Information sought from referees should be structured around the requirements of the job and the job description should be provided. It should be noted that many organizations have a policy of not providing personal references and therefore references provided may only confirm details of current appointment.
- Human Resources will undertake reference checks for managers or can provide a pro forma if required.
- Referees must not be contacted without the candidate's consent. The interviewers should reiterate this during the interview and confirm that the information provided by the candidate is complete and accurate.
- The information provided should be treated as confidential and should be used only to verify information collected through the selection process.
- Where required appropriate vetting will be carried out using the company vetting policy.
- Documents relating to all applicants will be treated with the utmost confidentiality and in accordance with the Data Protection Act.

4.9 Making the appointment

- It is recognized that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance GRAHAM Facilities Management's ability to recruit the selected candidate. In such cases the verbal offer should only be made by the Chair of the selection panel or by a member of the Human Resources team and only after the Job Approval request has been approved by a Director through the Applicant Tracking system.
- Once a selection decision has been made the Human Resources team will produce a written offer of employment following receipt of a Job Offer Approval form approved by a Director. Offers of employment may be subject to satisfactory references and medical clearance and any other checks as appropriate, such as Asylum and Immigration checks, Criminal Records Bureau checks (for posts that are exempted from the provisions of the Criminal Justice Act).

4.10 Onboarding for New Starters

It is the line managers responsibility to ensure all notifications received through the company onboarding platform "Enboarder" are responded to and acted on.

5. Equal Opportunities

5.1. Discrimination

GRAHAM will not discriminate at any stage of the recruitment process on the protected characteristics of age, gender, gender reassignment, pregnancy, marital status or civil partnership, race, colour, ethnic or national origin, nationality, citizenship, disability, sexual orientation, religion, belief or previous convictions (except for posts exempt under the Criminal Justice Act).

GRAHAM will also not discriminate either directly or indirectly, on the grounds of politics, official trade union activity or any grounds that are not justifiable at any stage of the recruitment and selection process or during employment.

Those carrying out recruitment on behalf of GRAHAM may be held personally liable for any discriminatory acts committed by them.

5.2. Equal Opportunities

HR will maintain records of successful and unsuccessful candidate in order to monitor progress of equality of opportunities.

HR will carry out investigations where cases of discrimination are suspected and where it is found that individuals from particular groups:

- Do not apply for employment or promotions, or fewer than expect apply;
- Are not recruited or promoted at all, or are appointed in a significantly lower proportion than their rate of applications or
- Are concentrated in certain jobs/grades/teams and there appears to be a point beyond which they do not rise.

6. Human Resources Assistance

Recruiting Manager should contact Human Resources at all stages of the recruitment process for advice and assistance.