

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 and FIR Policy 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.

GRAHAM are committed to being an inclusive workplace where all employees, customers and stakeholders can fully participate and contribute. We strive to ensure accessibility across all facets of our operations, including physical spaces, digital platforms, communication channels and services.

Our People policies are regularly audited against rigorous accessibility standards to ensure compliance and to support every employee.

Anyone who requires additional support or has any questions regarding accessibility can contact the HR team at HR-JGC@graham.co.uk

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. Vacancy Identification

Where a manager has identified that there is a vacancy e.g. a new contract is awarded or to replace a leaver they should firstly complete a Job Vacancy form. Once this has been authorised by the appropriate senior manager the form should be forwarded to the Resourcing Team.

The Resourcing Team will then contact the manager to attain further information, to formulate a specific job profile (which will cover the duties of the role, essential and desirable technical competencies required and the behavioural competencies the job holder will be required to demonstrate) and to discuss the most effective recruitment method.

Proactive identification of resourcing needs should be actioned at regular meetings with the Resourcing / HR Team.

5. Recruitment Method

All vacancies should be posted on the GRAHAM Careers website (<https://www.graham.co.uk/careers>). The Resourcing Team will discuss other recruitment methods with the manager, such as:

- Internal Trawl
- Newspaper advertising
- Recruitment Agency
- Online Job Boards
- Specialist activity e.g. Road show

5.1. Internal Trawl

Where the Resourcing Team and Manager believes that there may be internal candidates who would meet the job profile criteria they can chose to firstly undertake an internal trawl.

Such vacancies should be dealt with as per any advertised vacancy. An internal advert should be circulated with an attached job profile stating closing date and application procedure. Vacancy details should also be posted on the company intranet.

5.2. Advertising

All adverts will be designed using the organisational recruitment branding. The Resourcing Team will advise on the most effective publications, copy deadlines and the proposed costs.

An advert will be prepared and will be signed off by the Manager. Managers should ensure that closing dates allow sufficient time for all interested candidates to apply. Best practice would outline a two week minimum period although this may vary according to the seniority of the role.

Gender decoder and other best practice equality recruitment techniques will be utilised to attract the widest possible candidate pool.

5.3. Recruitment Agencies

Where it is decided that contacting a Recruitment Agency is the most effective method the Resourcing Team will contact those Agencies in each area with whom the organisation has a Service Level Agreement (SLA).

If the Agency needs to ascertain more in-depth information on a contract or vacancy the Resourcing Team will arrange for this discussion to take place and record any additional information on the Vacancy form.

Agencies will draw up a shortlist of candidates which the Resourcing Team will forward to the Manager for initial screening. Managers identify any candidates they wish to interview and provide feedback on those unsuccessful candidates.

If a contracted Agency cannot provide suitable candidates within the agreed timescale the Resourcing Team will discuss the vacancy with alternative Agencies or review the recruitment method.

Agencies will often send HR speculative CVs which they feel may be of interest. Where this is via one of the registered Agencies, Resourcing Team will forward the CV to an Operations Director for initial screening. If these CVs are of interest the Operations Director can pass to a Senior Manager for actioning, whilst keeping the Resourcing Team informed.

Managers should be aware that all external vacancies will be advertised on the company website; therefore all vacancies must have a closing date. This should be identified on the Vacancy Requisition Form. The recruitment process cannot be completed, and interviews scheduled until all the closing date is reached.

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.

5.4. Trades and Labour

Agreements are also in place with select Agencies to provide trades and labour/ temporary staff.

Contact details are available to managers, who should contact the Agency directly to discuss their requirements. Managers should then liaise with the payroll team to deal with set up of contract/wages etc.

6. The Interview Process

The Resourcing Team will support the initial short-listing exercise to identify those candidates who meet the criteria. The appropriate manager will then make a decision on who will be interviewed.

The Resourcing Team will ensure that interviews are arranged effectively and all administrative procedures adhered to.

Managers will complete and sign off the interview assessment forms and be able to provide detailed feedback on candidate performance.

Managers will adhere to best practice guidelines, as provided in conducting interviews.

Managers to declare conflict of interest to the Resourcing Team where any candidates are known to them.

Interviews should be undertaken by at least two people and the Resourcing Team is available at all stages to advise on the process and to attend interviews if required.

Hiring managers must undertake training from HR to include Recruitment & Selection, Unconscious Bias, Fairness Inclusion & Respect FIR, and BAME awareness.

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.

7. Job Offers

All staff job offers should be recorded on the second part of the Vacancy Requisition form and forwarded to the HR Business Partner. This should be agreed by the appropriate Operations Director/ Senior Manager.

HR will issue offer documents and make preparations for employee onboarding.

Feedback should be given on why a candidate has been unsuccessful and authorisation given for HR to issue rejection letters.

8. Equal Opportunities

- **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 Rehabilitation of Offenders 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.

- **Equal Opportunities**

HR will maintain records of successful and unsuccessful candidates in order to monitor progress of equality of opportunity.

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 expected 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.