

2.3 RECRUITMENT POLICY

2.3.1 Responsibility and procedure

- 2.3.1.1 It is the Company's policy that a director is responsible for the recruitment of new employees. Where there is a need to recruit a new employee into the Company, the following procedure should be followed:
- 2.3.1.2 The director should first complete a Recruitment Form. This form requires:
- 2.3.1.2.1 • an up-to-date job description and a person specification (to be agreed with the line manager)
 - 2.3.1.2.2 • financial implications
 - 2.3.1.2.3 • advertisement wording and medium for publication
 - 2.3.1.2.4 • estimated costs of advertising the post
- 2.3.1.3 The director will then decide the most appropriate place(s) to post the vacancy or whether an approved employment agency should be used.
- 2.3.1.4 The director or a line manager authorised by a director will deal with the necessary recruitment administration, including placing advertisements, arranging interviews, etc.
- 2.3.1.5 Selection of candidates for interview will be decided by a director. Shortlisting, interviewing and selection must always be carried out without regard to sex, civil partnership or married status, sexual orientation, gender reassignment, pregnancy or maternity, race, colour, nationality or ethnic or national origins, religion or belief or age. Any applicant who has a disability must not be excluded unless it is clear that the applicant does not meet the minimum criteria outlined in the person specification and they would still fail to do so even if reasonable adjustments were made to work premises or to work provisions, criteria or practices. Reasonable adjustments should also be made to the recruitment process to ensure that no applicant is placed at a substantial disadvantage because of their disability compared with non-disabled applicants.
- 2.3.1.6 All interviews must be conducted by a director or line manager authorised by a director.
- 2.3.1.7 All offers of employment, whether written or verbal, must be approved by a director of the Company.
- 2.3.1.8 The Company aims at all times to recruit the person who is most suited to the particular post. Recruitment must be solely on the basis of the applicant's abilities, qualifications, experience and merit as measured against the job description and person specification. The guidelines promulgated in the Company's equal opportunities policy must be followed at all stages of recruitment and selection. The person conducting recruitment interviews must ensure that questions asked of job applicants are in no way discriminatory or personally intrusive. The interview should focus on the needs of the post and the skills, qualifications and experience needed to perform it effectively.
- 2.3.1.9 An interview record must be made and passed to the office manager where it will be retained for a suitable period of time. On no account should a job offer be made during or at the end of an interview. Selection testing will be used as part of the recruitment process only with the prior approval of a director. Any test used must have been validated in relation to the post and be conducted by a suitably trained person or

approved method. In addition, reasonable adjustments should be made to any selection testing process to ensure that no applicant is placed at a substantial disadvantage because of their disability compared with non-disabled applicants.

- 2.3.1.10 It is not the Company's policy to provide feedback to unsuccessful external candidates, either verbally or in writing, regardless of whether the external candidate was rejected during the initial sifting and shortlisting stage or after interview. However, feedback will be provided where necessary to internal candidates to assist with their personal and career development.

2.3.2 References

- 2.3.2.1 It is the Company's policy to seek at least two written references, one of which must be from a previous employer (or, if this is the prospective employee's first job, their school teacher or higher or further education lecturer) and to ask for documentary proof of qualifications and eligibility to work in the UK. Any offer of employment must be conditional on this documentation being satisfactory to the Company. Before references are taken up, the prospective employee's consent should first be sought.

2.3.3 Verification

- 2.3.3.1 The Company may also take steps to verify any of the information provided on the prospective employee's CV or in their application form. In this case, the Company will explain to the prospective employee in advance the nature of its verification process and the methods to be used to carry it out, including details of any external sources that will be used. In addition, where it is necessary to secure the release of documents or information from a third party, the prospective employee's consent should first be sought. If any verification checks produce discrepancies, the prospective employee will be given the opportunity to make representations and provide an explanation of the inconsistencies before any decision is taken to withdraw a conditional offer of employment.
- 2.3.3.2 Where a prospective employee has provided website links on their CV or in their application form to their social media personal website pages, the Company may check these links once an offer of employment is about to be made. Until that stage, however, these links will be disregarded in the recruitment process.

2.3.4 Interview expenses

- 2.3.4.1 Where candidates are invited to attend for interview, they are responsible for paying their own travel expenses and it is the Company's policy not to pay for, or contribute towards, those costs.