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# INTRODUCTION

This policy provides Calforth Construction Ltd with a set of recruitment and selection practices for the effective resourcing of employees in an efficient and fair manner. This policy takes into account current employment legislation and must be implemented in conjunction with the Equal Opportunities Statement.

Calforth Construction Ltd will be referred to as ‘the company’.

All employees concerned with the recruitment and selection of all established and temporary employees, whatever the role must become familiar with this policy and ensure that they comply with the procedures, as detailed below.

The Company is committed to constantly improving its performance and efficiency by attracting and recruiting high calibre staff, who are the best candidates available for the job.

## Risks

The risks of not complying with this policy are the following:

* 1. An employee’s contract may not be binding and enforceable e.g. if the candidate was misled during the recruitment process.
  2. An Individual may have the right to challenge the recruitment process by bringing a claim in a court or tribunal.
  3. Adverse publicity may be caused in both the professional and general media.
  4. The company could be liable to penalties or fines for non-compliance.

Where an Individual is proven to be deliberately or repeatedly non-compliant with this policy disciplinary proceedings may be undertaken.

# BENEFITS

The benefits of this policy are:

* 1. A fair and consistent approach to the way in which we recruit across the business
  2. To ensure that employment and criminal legislation is adhered to, and to avoid the above risks
  3. A clear approach to recruitment that minimises any risk to the company’s integrity.
  4. A clear and user friendly document that can be used for reference for all employees and managers.

# LEGAL REQUIREMENTS

The company’s Recruitment Policy is designed to cover our general approach to recruitment and selection. This Recruitment Policy also follows guidelines suggested by the relevant Codes of Practice from the Equal Opportunities Commission, Commission for Racial Equality and the Advisory, Conciliation and Arbitration Service (ACAS). The codes do not impose any legal obligations themselves, nor are they authoritative statements of law. However, the provisions of the codes are admissible in evidence and can be taken into account in court or in Employment Tribunal proceedings.

The legal issues concerned with aspects of a recruitment/selection process are numerous and include the following:

Unfair discrimination: The Sex Discrimination Act 1975; The Race Relations Act 1976, The Disability Discrimination Act 1995; The Employment Equality (Religion or Belief) Regulations 2003; The Employment Equality (Sexual Orientation) Regulations 2003 and the Employment Equality (Age) Regulations 2006.

Many of these Acts have been amended since their introduction and make it unlawful to discriminate against a person, either directly or indirectly in employment on the grounds of colour, age, race, gender, marital status, creed, nationality, religion, sexual orientation, ethnic or national origins, or disability.

Direct discrimination occurs when an individual(s) is treated less favourably, i.e. choosing not to employ a candidate because of his/her ethnic origin.

Indirect discrimination occurs when a requirement or condition has the effect of discriminating unfairly and unjustifiably between one group or individual and another, i.e. insisting upon a higher language standard than is necessary for effective performance of the job could disqualify candidates for whom English is not their first language. Similarly, insisting upon an unnecessary physical requirement could discriminate against one sex in favour of the other.

The company will continue to collect date of birth information from applicants to ensure the company complies with the Health & Safety requirements for minimum age. There will be no maximum age limit for any position. Applicants will be assessed and appointed on the basis of capability and suitability for a specific role.

# DATA PROTECTION ACT 1998

In accordance with the Data Protection Act, data such as selection records, personal details and references should only be requested and stored when this is objectively justified and relevant to the position: further information can be found in the Data Protection Policy Statement.

The Asylum and Immigration Act 1996

This Act obliges employers to ensure that they do not employ anyone who is not legally entitled to work in the UK.

# CRIMINAL CONVICTIONS

The company is responsible for carrying out checks on employees who may be working in and around areas where children or vulnerable adults may reside. These checks may be made in accordance with the Rehabilitation of Offenders Act 1974 (as amended), or with the Criminal Records Bureau.

# JOB ANALYSIS

Managers must give careful consideration to the vacancy before beginning the recruitment process. Consideration must be given to:

* 1. the type of position being recruited for;
  2. the details of the duties to be undertaken by the post-holder;
  3. whether the position is for a fixed period of time or is an established post and whether it is full or part time;
  4. whether the vacancy can be filled internally by an employee currently employed within the company

# RECRUITMENT AUTHORISATION

Managers must obtain authorisation for a vacancy before recruitment can begin at Director Level or their delegate.

# JOB DESCRIPTION AND PERSON SPECIFICATION

For all new or replacement posts a job description and person specification must be provided. (The HR Department can provide job descriptions).

These documents set out the duties of the job and the skills needed to fill it. The objective criteria contained within these documents must consist of minimum standards considered to be essential for the effective performance of the job. Desirable criteria may be included, but these must be referred to only if candidates have met the essential criteria.

The Human Resources Department will provide advice and guidance to managers on the completion of any of the recruitment documents required, including the preparation of job descriptions for new positions.

# RECRUITMENT SOURCES

All advertisements will be screened and placed by the Human Resources Department.

The company uses a variety of recruitment sources in order to ensure that vacancies may be filled with the most suitable person available in a cost effective and timely manner. Vacancies will normally be advertised both externally and internally, except in certain circumstances as set out section 6.2 below.

## External Recruitment

Once the new or replacement post has been authorised, the recruiting manager must submit details via e-mail of the proposed advertisement to the Human Resources Department. Where the position is for a fixed period (lasting more than six months) the end date must be stated, together with reasons for the fixed-term status.

All advertisements must be approved by the Human Resources Department to ensure consistency in style and format, and must have a closing date. This will normally be two or three weeks after the date of publication.

External sources of recruitment include:

### Trade Journals and Newspapers

Employment advertising in Trade Journals, National and Local newspapers is an important source of applicants. It is unlawful and contrary to company policy to exclude or to express a preference for any particular group of applicants as detailed in the Equal Opportunities Statement and the Code of Practice on Disability in Employment. Care must be taken to ensure that publications used for employment advertising have a diverse readership with significant minority representation.

### Internet

It is the policy of the company to use the internet for recruitment. All vacancies will be advertised on the company’s own website. The use of the internet as an advertising media allows the company access to a wide group of potential employees. However, since the internet is accessed worldwide, care must be taken regarding the applicant’s eligibility to work in the UK.

### Employee Referrals

Current employees may refer potentially suitable candidates to apply for employment. However, care must be taken to balance such referrals with other sources of applicants in order to encourage diversity in the company’s work force. Where possible, employees should not be directly supervised by a partner or by another member of their family especially where access to confidential information could lead to a conflict of interest.

### Employment Consultancies and Agencies

The Company may occasionally use specifically appointed consultancies or agencies for recruitment. The Human Resources Department will make all arrangements for the use of consultancies or agencies.

### Internal Advertisements

In certain situations, it may be appropriate for a vacancy to be advertised internally only. Such situations may include a possible redundancy situation, a restructuring exercise, or where an individual is being redeployed under capability (performance) or no longer being able to perform their current duties due to ill heath. In such circumstances, the post will only be advertised within the Company, and any employees affected by the example situations above, may be given priority to apply.

The Human Resources Department is responsible for ensuring that vacancies are displayed internally via email and other correspondence.

## Interview Panels

All interviews must be conducted by more than one person in the form of a panel interview. The panel for interviews should be agreed by the closing date for the post. Wherever possible, each short listing and interview panel must represent an appropriate gender mix (i.e. have at least one man and one woman).

# THE SELECTION PROCESS

## Application

All applicants are invited to either e-mail or telephone the Human Resources Department for an Application Pack. Applicants are also invited to apply by form of CV and covering letter.

Selection Methods

The type of selection methods to be used will be decided by the interview panel and may include one or more of the following:

* 1. Panel interview
  2. Presentation
  3. Selection tests
  4. Work samples or portfolios

Candidates will normally be invited to one interview only. However, in exceptional cases a second interview may be necessary, or a two-stage selection process required.

## Short-Listing

The Human Resources Department will forward all applications received to the recruiting manager for short-listing. The Human Resources Department will contact the short-listed applicants to inform them of the interview arrangements. At this stage, it is acknowledged that some recruiting managers may wish to contact applicants direct. In these cases, the Human Resources Department should be informed so that the correct documentation can be forwarded for the process and that communication is maintained regarding the progress of the recruitment procedure and the stage reached, and the candidates are kept informed.

All selected candidates, must be interviewed prior to employment, to ensure their eligibility and suitability for the post.

For Senior Level Appointments, in order to make the process manageable, and to ensure that only the candidates that best meet the criteria progress through the recruitment process, a maximum of 5 applicants (or less) should be short-listed for any one post.

## Internal Candidates

It is good practice for all internal candidates to be short-listed and interviewed for a post, where they meet the essential criteria for that job. Where an internal candidate does not meet the criteria and is not short-listed, the recruiting manager should contact them to inform them of this decision prior to any interviews taking place.

## The Selection Code

All members of the panel must follow this Selection Code, which applies to all external and internal recruitment:

* 1. Any employee representing the Company in the recruitment process must undergo appropriate training. This training must cover employment law relating to recruitment and selection, equal opportunities, interview techniques and the use of job descriptions and person specifications.
  2. It is a legal, and Company requirement that details of every application - whether made verbally (face to face or on the telephone) or in writing, must be retained for a period of 12 months. Notes detailing the recruitment decision, both of the successful candidate and those who were not selected must be kept in written form and retained as above. All documentation should be returned to the Human Resources Department following the recruitment process where it will be stored in accordance with this requirement.
  3. All applicants who are to be interviewed must complete an Application Form to ensure that the necessary legal and equal opportunities information is gathered (in accordance with our duties under the Race Relations Amendment Act 2000), and is signed by the applicant to say it is accurate. All candidates will be asked to confirm their eligibility to work in the UK at interview stage, and to provide evidence of it on appointment (i.e. producing a passport or birth certificate etc.).
  4. There must not be discrimination on the grounds of race, creed, colour, nationality, ethnic origin, disability, age, language, religion or belief, political or other opinion affiliation, gender, gender reassignment, sexual orientation, marital status, connections with a national minority, national or social origin, property, birth or other status, family connections, or membership or non-membership of a trade union. The provisions of the Equal Opportunities Statement must be complied with.
  5. The Company positively supports the recruitment and employment of persons with a disability/special needs and takes the view that it is ability that counts. Reasonable adjustments will be given full consideration and implemented wherever possible to assist a disabled person to fulfill the role for which they have been short-listed. A pre-employment medical will be arranged to help explore any such necessary adjustments.
  6. To avoid misunderstandings, interview questions should be confined to the broad requirements of the job and should relate to the criteria set out in the Person Specification Form. Any employment offer must be made on the same broad terms and conditions as set out for the role.
  7. Immediately after the interview, the recruiting manager must complete the Interview Record Form and Final Interview Scoring Form as fully as possible outlining the suitability of the candidate and reasons for an offer or rejection decision for each candidate.
  8. On receipt of the Interview Record and Final Interview Scoring forms, the Human Resources Department will write to short-listed candidates who are unsuccessful, in order to inform them of the outcome of their interview. The recruiting manager is more than welcome to contact candidates direct. However, they must use the standard template letters, which are available from the Human Resources Department. Any actions taken must be communicated to the Human Resources Department to avoid any misunderstandings or duplication of work.
  9. As a matter of courtesy and good practice, any unsuccessful internal candidates should be informed of the outcome of their interview, as soon as possible in person, or by telephone or writing if this is not possible.
  10. Once the interview panel has made a decision, the recruiting manager may telephone the successful candidate and offer them the post ‘subject to the terms of employment’. Once accepted, however, this offer is legally binding. All such offers must therefore contain the following statement: “This offer is subject to confirmation of, documentary evidence of your right to work in the UK, references which are satisfactory to us, and where relevant, pre-employment medical reports which are also satisfactory to us, having been received.”
  11. In certain circumstances and for particular roles within the Company, applicants may be asked to attend a pre-employment medical examination.
  12. Temporary employees covering the work of employees on Ordinary or Additional Maternity or Adoption Leave must be informed that they are “temporary replacements and that their employment will end when the established employee returns”. They may be employed on a fixed term contract or via an agency.
  13. The Human Resources Department will be responsible for preparing and issuing the offer letter and statement of terms and conditions to the new appointee.

# RIGHT TO WORK IN THE UK

All candidates are asked to complete a section on their right to work in the UK on the application form; this will be checked at the stage of inviting candidates in for interviews. The successful candidate will be asked to provide evidence to the Human Resources Department of their right to work in the UK on appointment. The Human Resources Department will take a copy of the documentation that is provided. This can be in the form of:

* 1. A passport describing the holder as a British citizen or as having the right of abode in (or an entitlement to re-admission to) the United Kingdom, or the right to work here.
  2. A certificate of registration or naturalisation as a British Citizen.
  3. A birth certificate evidencing birth in the United Kingdom or in the Republic of Ireland.
  4. A European Economic Area (EEA) passport or national identity card or a Passport.
  5. A passport or travel document endorsed to show that the person is exempt from immigration control or a letter issued by the Home Office confirming that the person named has such status (IND stamp/entry clearance certificate).
  6. A United Kingdom residence permit.
  7. A letter issued by the Immigration and Nationality Department confirming the individual’s status.

Before making an offer, the recruiting manager should contact the Human Resources Department who will assist in determining the applicants’ status, and if necessary will advise on obtaining a work permit. It is important to note that there are only a limited number of posts for which work permits will be issued (i.e. highly skilled and/or ‘shortage’ occupations). However, it is vital that any decisions are made in accordance with the Company’s Equal Opportunities Statement. For further information, please contact the Human Resources Department.

# REFERENCES

The Human Resources Department will send out requests for references once the candidate has been offered the position. The job offer will be subject to satisfactory references. Two references will be sought including one from the current/most recent employer who should not be a relation of the candidate.

## Administration

The Human Resources Department will check that all the appropriate paperwork, which should have been completed or obtained, has been received before written confirmation of an offer is sent. This paperwork includes:

* 1. Application Form (and CV if appropriate)
  2. Interview Record and Final Interview Scoring Form
  3. Confirmation of offer details to candidate and start date (email evidence will suffice)
  4. Documentary evidence of the candidates’ right to work in the UK.

Where the successful candidate does not have the right to work in the UK, the Human Resources Department will apply for the work permit from the Home Office. Please note that not all posts are eligible for a work permit, so it is best to seek advice from the Human Resources Department before making an offer of employment.

The Human Resources Department will issue the conditional written offer letter, the Statement of Terms and Conditions of Employment and other information applicable to the position e.g. eligibility to drive company vehicles. However, starting details will only be issued to the applicant once references, and where appropriate, a medical report, which are satisfactory to the Company, have been returned. Should these appear to be unsatisfactory; the job offer will be reconsidered.

The Human Resources Department will carry out other pre-employment checks as required. Where appropriate, arrangements will be made by the Human Resources Department for a pre-employment medical report to be obtained.

Once starting details have been issued to the applicant, the Human Resources Department will arrange for the new employee’s details to be sent to payroll and, if appropriate, details sent issue Personal Protective Equipment. The Human Resources Department will consult with any other department should there be any other items required for the successful candidate to fulfill their role. E.g. Fuel Cards, Mobile phone, Site Health & Safety Pack etc. Managers are responsible for immediately notifying payroll if the new employee does not attend for work on the agreed date.

# INDUCTION

An induction programme appropriate to the new employee’s position will be agreed between the Human Resources Department and the recruiting manager. It is the responsibility of the line manager to ensure that the new employee attends the Company’s Introduction to Calforth Construction Ltd, that the internal induction programme is completed, and that the appropriate people are notified in advance to support the successful completion of the induction process.

A thorough and well thought out induction process is extremely important in assisting new employees to settle in quickly and can aid their long-term retention. This process applies to all employees.

# RESPONSIBILITY

All those persons referred to within the scope of this policy are required to be familiar with the terms of this policy.

Individual managers are required to keep within the spirit and intent of the policy, as far as possible in their own area. Any queries on the application or interpretation of this policy must be discussed with the Human Resources Department prior to any action being taken.

The Human Resources Manager has the responsibility for ensuring the maintenance, regular review and updating of this policy. Revisions, amendments or alterations to the policy will be agreed in consultation, where applicable with other Senior Managers.

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