

## **Crossfields Institute Recruitment Policy**

### **1. Introduction**

This policy is intended to provide guidance to members of staff involved in the recruitment processes within Crossfields Institute. This policy specifies the procedures from advertising to offer of employment. It is also intended that this policy provide advice on best practice to ensure that Crossfields Institute's recruitment process is consistent, effective, fair and transparent.

### **2. Recruitment Aims**

Through its recruitment procedures Crossfields Institute aims to:

- attract suitable candidates
- ensure equal treatment of all applicants
- identify and appoint the most suitable applicants
- maintain an effective, transparent and fair recruitment process which is aligned by Crossfields Institute's vision and values

### **3. Equal Opportunities**

3.1 Crossfields Institute's Equal Opportunities and Diversity Policy applies equally to the recruitment process and must be complied with at every stage of the recruitment process.

3.2 This means that prospective applicants should not be discriminated against either directly or indirectly on the grounds of race, nationality, ethnic origin, gender, marital status, sexual orientation, cultural or religious beliefs, disability and age. In addition candidates should not be discriminated against based on pregnancy.

3.3 Preparation of job descriptions, person specifications, advertisements, short-listing, interviewing and selection of applicants should reflect a commitment to achieving and maintaining equal opportunities within the workplace.

3.4 Interviewers should only ask job-related questions and all questions must be approved by the Crossfields Institute Chief Executive or Director of Operations.

### **4. Obtaining Authority to Recruit**

4.1 Before any post can be advertised, it is necessary to obtain formal authorisation in writing from the Crossfields Institute Chief Executive or Director of Operations. Such authorisation shall include the number, description (including proposed salary details) and rationale of posts to be advertised and details of where the post is to be advertised.

4.2 When deciding whether to grant authorisation the Crossfields Institute Chief Executive or Director of Operations shall consider the rationale for the post (i.e. replacement, restructure or expansion) to ensure that recruitment is justified and in line with the strategic developments and current financial position of Crossfields Institute.

### **5. Recruitment Pack**

Before a post is advertised the following information should be prepared:

- a current or updated job description
- a person specification
- draft advertisement

## **6. Job Description**

6.1 The job description should define the nature of the tasks, duties and responsibilities that the post will require and where the post fits into the organisational structure.

6.2 The line manager for the post shall be responsible for the preparation of the job description and the job description must be approved by the Crossfields Institute Chief Executive or Director of Operations.

6.3 The job description should be written in clear and simple language, using the Crossfields Institute Job Description template.

6.4 Where a job description already exists for the vacancy then it should be reviewed to ensure that it still accurately describes the role and should be updated where necessary.

6.5 The grade/salary for the post should be determined and included in the job description.

6.6 A copy of the job description should be sent out to all persons applying for the post to enable them to prepare adequately for the interview process.

6.7 The job description will eventually form part of the applicant's contract of employment.

## **7. Person Specification**

7.1 It is the role of the line manager of the post to prepare the person specification and the person specification must be approved by the Crossfields Institute Chief Executive or Director of Operations.

7.2 This differs from the job description as it provides a summary of the qualifications, skills, experience, knowledge and personal qualities required to undertake the role. Any criteria set should be related to the post and ability required for the post. There should be no unnecessary conditions attached which would imply unjustifiable bias.

7.3 A copy of the person specification should be sent out to all persons applying for the post.

## **8. Advertisement**

8.1 All vacancies must also be advertised internally within the company to all members of staff.

8.2 The job advertisement should be prepared by the same author of the job description and person specification to ensure consistency, using as a starting point, the Crossfields Institute Job Advertisement template.

8.3 The advertisement should be kept short and simple and provide all the relevant information to enable individuals to determine whether they have the relevant skills, experience and qualifications for the post.

8.4 Vacancies should also be advertised externally in as wide a range of publications as possible. For example, national and local newspapers, free newspapers and the Internet. Also consider employment agencies, jobcentres and community & business networks. Avoid using publications or employment agencies that focus on a niche market as this may limit the diversity of applicants and so constitute indirect discrimination.

8.5 The advertisement should also specify the closing date for the return of the application forms.

8.6 Any advertisement should be carefully worded so as to be free of any discriminatory words, phrases or intention. (For example, it should avoid giving age limits or age ranges, also avoid the use of words such as, “young graduates”, “mature person” or “selection will be based upon age and experience”.) Where possible relevant skills, rather than qualifications should be highlighted.

## **9. Application Forms**

9.1 Crossfields Institute’s standard application form must be completed by all applicants. If an applicant chooses to submit a Curriculum Vitae then they should be sent an application form and be invited to complete it instead, unless otherwise agreed and approved by the Chief Executive or Director of Operations.

9.2 No references to age or date of birth should appear in the application form, this is to comply with The Employment Equality (Age) Regulations 2006.

## **10. Short Listing**

10.1 On receipt of application forms and following the closing date, the short listing process should begin to identify those applicants who best meet the requirements of the post as set out in the job description and person specification. A panel (comprising as a minimum, the line manager and the Crossfields Institute Chief Executive or Director of Operations) should be responsible for the short-listing process.

10.2 Specific job related criteria should be identified using the job description and person specification and the applicant matched to these criteria with reference to the information provided in their application forms. The candidates who best match the criteria should be invited to the interview

10.3 To ensure compliance with equal opportunities and anti-discrimination legislation it is important during the process to record the reasons why the applicant has been rejected at each stage of the selection process.

10.4 Unsuccessful applicants should be informed, advising them of the reasons for their non-selection for interview. This may be done in writing or by telephone.

10.5 A letter should be sent to the successful applicants inviting them to attend an interview.

## **11. Interview Panel**

The panel should consist of at least 2-3 members of staff who have good knowledge and experience of recruitment processes and interviewing skills. Where possible the panel members should represent both genders. The interview should be planned to ensure that the

recruitment standards are fair and consistent. Members of the interview panel should not have access to the Equal Opportunities Monitoring Form completed by the applicant. This should be retained by the designated Crossfields Institute HR representative for monitoring purposes only.

## **12. Interviews**

12.1 The letter of invitation to an interview should specify the date, time and location of the interview. If the applicant is required to undertake any advance preparation this should be stated clearly.

12.2 Each interview should consist of a lead interviewer (the line manager of the post or other designated person). The lead interviewer must have interview experience and at least one other person must be present and able to take notes.

12.4 Where a disabled candidate has indicated special requirements for the interview these should be arranged in advance with particular attention paid to the accessibility of the building and interview room and the use of a sign language or other interpreter (if appropriate).

12.5 The interview is a two-way process and should be conducted in a manner, which enables the interview panel to ask job-related questions as well as providing the candidate with information about the post. The candidate should also be allowed to discuss/demonstrate their suitability for the post and given time to ask questions at the end of the interview.

12.6 Prior to the interview the panel should meet to discuss the approved questions to be asked.

12.7 Any questions or tests used must be appropriate to the post and be non-discriminatory. It is not permissible to use an applicant's age, gender, ethnic origin, personal circumstances or disability as reason for non- appointment.

12.8 All references (if received by the time of the interview) should be checked by the lead interviewer to ensure that they provide sufficient factual information about the applicant and their ability.

12.9 If an applicant has a disability, it is important that any disability related questions are used only to establish their ability to do the job and any reasonable adjustments that they may require.

## **13. References**

13.1 All employment offers are conditional upon receipt of two professional references, one of which should be from the employee's current or previous employer (if applicable). Referees should not be approached without the applicant's permission and will usually be approached after an offer of employment has been made. Although Crossfields Institute may at its discretion require references prior to the interview. The standard reference request form should be used when applying for references.

13.2 If satisfactory references are not received within a reasonable timescale then the company reserves the right to withdraw an offer of employment.

#### **14. Appointments**

14.1 On completion of the interviews each applicant should be carefully screened against the job description and the person specification before selection of a candidate is made.

14.2 Where only a salary band was indicated in the advertisement, the panel should decide on the appropriate salary once a decision on appointing has been reached. Consideration should be given to the salary level sought by the applicant, the Crossfields Institute's current financial position in relationship to the budget and the authorised grade/band. The salary should also be considered in view of salaries of existing employees.

14.3 Wherever possible the successful candidate should be contacted as quickly as possible by telephone and asked to indicate whether they are likely to accept the job. If they would like more time to consider the offer then a timescale should be agreed for receipt of their confirmation and a start date agreed.

14.4 The offer should be followed up in writing but it should be made clear that the offer is subject to the receipt of satisfactory references (if these are outstanding).

14.5 Any successful applicants should be informed in writing. Once an appointment has been agreed and accepted the applicant should be sent a contract of employment.

14.6 If the appointment is for a senior role in the organisation, the new member of staff are required to sign a Senior Staff Declaration prior to taking up the role and annually subsequently.

14.7 All members of staff are also asked to declare any actual or potential conflict of interest using the Declaration of Interest form, prior to taking up their role and this is proactively checked at each 6 monthly appraisal.

#### **15. Qualification Certificates**

15.1 All applicants are required to provide evidence of qualification and/or membership of a professional body either in the form of original certificates or written confirmation from the relevant Examination Board or professional body.

15.2 All offers of employment are conditional upon production of valid evidence of qualification. The offer of employment may be withdrawn if such evidence is not produced within a reasonable timescale.

15.3 If during the course of employment it becomes apparent that an applicant has falsified certificates, qualification or membership to a professional body, then the company will take disciplinary action, which may result in the dismissal of the individual involved.

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

16.1 In accordance with the Asylum and Immigration Act 1996 and the Immigration (Restrictions on Employment) Order 1996 the company will require all successful applicants

to produce evidence that they have current and valid permission to be in the UK and that they are not prevented from taking employment in the UK.

16.2 The evidence required by the company will be one of the following:

- P45
- National Insurance card
- passport
- certificate of registration or naturalisation as a British Citizen
- work permit
- Birth Certificate ,
- national identity card (Nationals of European Economic Area Countries)

16.3 Successful applicants will not be allowed to commence employment until originals of one of the above documents has been supplied. A copy of one of the above documents will be kept by the company on the employee's personnel file for a period of at least six months after the employee has ceased working for the company.

16.4 Such action is applied to all successful applicants to avoid discrimination and is made on the basis that the company will be liable to a fine or prosecution for employing somebody who does not have permission to work in the UK.

## **17. Complaints Procedure**

17.1 Any applicants who wish to complain about his or her experience of the recruitment process where they believe they have been unfairly treated or discriminated against should write to the Crossfields Institute Chief Executive.

17.2 Any existing employees who wish to complain about their treatment during the recruitment process should use the Crossfields Institute Grievance Procedure.

## **18. Amendment and Review of this Policy**

This policy is subject to annual review, revision, updating or replacement by the Chief Executive. This is to ensure that Crossfields Institute may reflect the changing needs of the business and to comply with legislation. Any alterations will be communicated to staff during the Crossfields Group meetings.

Last reviewed: June 2017

Next review: September 2018

Owner: Chief Executive

Below is a chart describing the process Crossfields Institute follows when recruiting a new member of staff

