



# Recruitment Policy

Human Resources  
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## **1. Commitment Statement**

The Trust gives the commitment that all employees or job applicants will be assessed only according to their capability to carry out a given job, based on justifiable, objective criteria which are clearly related to the duties of the job.

## **2. Introduction**

Employee recruitment is an important factor in the Trust's ability to provide services effectively and efficiently.

It is also essential that the Trust complies with employment and equality legislation and applies sound professional, consistent and transparent approach throughout the recruitment process.

Additionally, it is recognised that the recruitment process is high profile interface with the general public and, therefore, the Trust should strive to project a positive image and display the highest level of standards, conduct and professionalism.

## **3. Legislation**

This policy takes into account and incorporates those principles detailed within the:

- (a) CoSLA Code of Recruitment and Selection
- (b) Data Protection Act 1998, as amended
- (c) Equality Act 2010
- (d) Local Government and Housing Act 1989
- (e) The Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions)(Scotland) Order 2013 as amended
- (f) Protection of Vulnerable Groups (Scotland) Act 2007
- (g) Asylum and Immigration Act 1996

## **4. Principles**

The principles contained within this policy are designed to ensure that the Trust:

- 4.1 Ensures appointments are made on the basis of merit alone
- 4.2 Complies with employment legislation and best practice;
- 4.3 Recruits in an efficient and cost-effective manner, and
- 4.4 Adopts the principles of fairness, constituency and equality.

## **5. Scope**

This policy applies to all applicants seeking employment with the Trust, including Chief Officers.

## **6. Equality of Opportunity in Employment**

The Trust is committed to the principles of equality of opportunity and details of these commitments are set out in the Policy of Equality of Opportunity in Employment.

Briefly, the Trust is committed to ensuring that no employee or job applicant receives less favourable treatment than any other on any grounds including race, colour, nationality or ethnic or national origins, religion, sex, sexuality, marital status, age, disability or membership or non-membership of a trade union or is disadvantaged by conditions or requirements which cannot be shown to be justifiable.

In line with the general commitment to equality, the following actions will be taken:

- 6.1.1 The Trust will sample, monitor and audit its recruitment activities, to assess adherence to policies, legislation and general best practice;

- 6.1.2 A qualified human resources practitioner will be available, as required, to offer assistance and advice on the application of this policy;
- 6.1.3 The majority of Interview Panel members will have successfully completed the in-house accredited Recruitment training course, and
- 6.1.4 Where a member of the Interview Panel has a personal relationship with a candidate, say a family relationship or a close friendship, that could reasonably be seen as compromising their impartiality, such interest should be declared and the member must not take part in the selection process.

In addition, the Trust recognises its role in the alleviation of social exclusion and is committed to a positive approach with regard to applications from under represented groups in the workforce. . To actively encourage applications from such groups, the Trust will also ensure:

- 6.2.1 Participation in the Guaranteed Job Interview Scheme for applicants self-assessed as having a disability;
- 6.2.2 All jobs will be advertised externally, except as otherwise provided for this policy;
- 6.2.3 Minimum essential criteria will not be imposed so as to exclude any applicants, unless this exclusion can be objectively supported.
- 6.2.4 Advertisements will be distributed as widely as possible, and
- 6.2.5 If a group within the community is under-represented within the workforce, vacancies may be positively promoted within this group, , without prejudice to other applicants.

## **7. Application Forms**

Applicants completing online applications via the recruitment portal can access the job description along with information about the Trust on the [www.nllesisure.co.uk](http://www.nllesisure.co.uk) website. All applicants will be asked to complete a standard online application.

By standardising the information requested and the format in which it is presented, each applicant is encouraged to provide information directly relevant to the essential requirements of the job. This encourages equality of opportunity, by ensuring each candidate has the same opportunity to detail how their experience is suitable to the duties of the job and, in addition, allows for standard analysis of information provided by applicants.

As a consequence, curriculum vitae, or other additional unsolicited information provided by the candidate, will not be accepted as an alternative to completing the application form, or considered in the selection process, unless specifically requested in the additional information provided on the job.

## **8. Equal Opportunities Monitoring**

In line with best practice, the Trust's application forms exclude reference to age, sex, marital status, nationality, ethnic origin, and forenames. Such data is not released to the recruitment panel and is collected separately for equal opportunities monitoring purposes.

Candidates are also asked to declare whether they consider themselves to be disabled and to detail any reasonable adjustments that may be required to the selection process.

## **9. Recruitment Advertising**

To ensure compliance with equality of access and social inclusion, recruitment campaigns will not usually be restricted to one particular medium or advertising venue. The Trust also understands that a short-term saving in recruitment costs may lead to a long-term loss, if suitable employees are not recruited and retained. The decision on the choice of suitable advertising media will be influenced by the grade and level of the post; the professional, technical or specialist skills and experience required and the prevailing economic or market circumstances impacting on the availability of suitable candidates, as well as budgetary constraints.

Advertisements will focus on the objective and demonstrate abilities required to fill the vacancy and will be advertised to the widest practical audience, using a cost effective medium appropriate to each vacancy.

However, the Trust reserves the right to restrict external recruitment advertising in the following circumstances:

- 9.1 The vacant post is of a short-term temporary nature and may be filled by an existing employee of the Trust on a temporary basis, e.g. maternity cover, sickness cover, or
- 9.2 The Trust has an agreed professional training scheme whereby trainees, who are concluding their training period, are entitled to be considered for any suitable vacancies that arise; or
- 9.3 The Trust has chosen to restrict recruitment advertising to protect the legislative rights of existing employees of the Trust, e.g. in a potential redundancy situation.

## **10. Job Description**

The job description will be available online with the advertisement for each post. This will allow candidates to assess their capabilities against the objective responsibilities of the job.

The content of the job description will form the basis against which an Employee Specification will be created for use by the interview panel.

## **11. Employee Specification**

The Employee Specification will:

- 11.1 Describe the experience, abilities and skills required by the job holder to successfully undertake the duties of the job;
- 11.2 Be aligned to the associated job evaluation overview for the post
- 11.3 Divide job requirements into 'essential' and 'desirable' criteria;
- 11.4 Be clear and objective;
- 11.5 Be based on necessary and measurable requirements, and
- 11.6 In conjunction with the job description, be the basis of the job advertisement.

## **12. Shortlisting**

Shortlisting will be conducted by comparing the essential and desirable criteria explicitly recorded in the employee specification against the detail submitted by the candidate in their online application. This will determine the extent to which the candidate meets the objective requirements of the post. Some criteria may only be assessed at interview/assessment stage.

### **13. Supplementary Selection Methods**

The Trust may choose, in certain circumstances, to ask candidates to undertake supplementary exercises in relation to their application/interview, for example, assessment centres, aptitude or skills tests or presentations to Interview Panels etc.

If such an exercise is included in the recruitment process, the Trust will strive to ensure that the aptitudes, skills ect, being examined are essential for the job; are being examined in an objective and non-discriminatory matter and that reasonable alternative mechanisms are available, where feasible, for those individuals self-assessed as having a disability which might impact on their ability to complete the exercise.

Candidates will be given prior notice of additional selection methods to be used when notified of an invitation to interview.

### **14. References**

Other than in the most exceptional circumstances, two references, which the Trust deems to be satisfactory, are required for successful candidates. This will also apply to internal candidates who will have provided two references for an alternative position at some point in the past. It is the responsibility of the candidate to provide suitable references.

One of the references must be from the current or last employer, if applicable. However, as outlined above, where an internal candidate is applying for a post, and the candidate's line manager is participating in the recruitment process, the candidate cannot ask their line manager to act as a referee and should, instead, provide an alternative reference. No member of the recruitment panel can provide a reference for any of the candidates under consideration.

Those individuals who have not worked since leaving school/college/university etc, should provide a reference from their last educational establishment.

Although there may be exceptions, personal references from those such as colleagues, friends or relatives will not be acceptable.

### **15. Interviews**

The objective of the recruitment interview is to obtain the maximum amount of information, from the candidate, to make an informed decision on the candidate's suitability for the job.

The composition of the Interview Panel should comprise those officers with a supervisory responsibility in relation to the post being recruited, although officers of similar responsibility or undertaking a similar function may be included, where appropriate.

Whilst the size of interview panels is not prescribed, they must comprise of at least two people and, where possible, a gender balance should be sought.

The interviews should:

- 15.1 Be led by the Chair of the Panel and conducted by panel members, the majority of whom have undergone appropriate training;
- 15.2 Provide additional specific information relevant to the vacancy under consideration;
- 15.3 Be structured around a consistent set of questions which mirrors and explores the requirements contained within the employee specification;
- 15.4 Incorporate additional, appropriate questions for panel members to explore issues raised in individual application forms, and
- 15.5 Allow candidates the opportunity to ask questions.

## **16. Health Questionnaire/Examination**

In line with the terms of the Equality Act 2010, job applicants will not be asked to complete a health questionnaire (or undergo a medical examination) until a job offer has been made to them. A job offer will be conditional subject to receipt of satisfactory health information.

Individuals self-assessed as being disabled will be subject to the same process. However, the Trust will endeavour to undertake any reasonable adjustment to facilitate employment.

## **17. Criminal Convictions**

All job applicants attending for interview will be asked to complete a criminal convictions declaration. This declaration form will be opened only if the applicant is to be offered the position. Any job offer will be subject to receipt of a satisfactory criminal convictions declaration.

A number of jobs within the Trust are covered (excepted) under the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2013 as amended, and the Protection of Vulnerable Groups (Scotland) Act 2007. Protecting Vulnerable Groups (PVG) Scheme membership is also required for successful applicants to posts that are deemed to be "regulated work" i.e. posts working with vulnerable children and/or adults. It is a criminal offence for individuals who have been disqualified from regulated work with children and/or adults to apply for a position working with these groups or for the Trust to employ anyone who has been considered for listing or barring from working with either children or protected adults.

If either of these Acts are applicable to the job advertised, a statement to that effect will be included in the advertisement and recruitment information.

Candidates will be expected to adhere to both legislation and Trust procedures concerning the declaration of convictions, Disclosure and PVG checks.

## **18. Candidate Feedback**

All candidates, successful or otherwise, may request and receive constructive and objective feedback with regard to their application. Feedback on most instances will be provided by the Chair of the Recruitment Panel.

## **19. Monitoring the Policy**

To ensure compliance with the requirements of this Policy, the Head of HR & Payroll will systematically and periodically review the recruitment process to inform the Trust's Performance Management framework.