

ETHICS, ETHOS & BUSINESS PERFORMANCE

10. Recruitment, Selection & Employment

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Recruitment and selection policy and procedure

McFT is committed to a policy of treating all its employees and job applicants equally and to recruit the best person for each vacancy. No employee or potential employee shall receive less favourable treatment or consideration during recruitment and selection on the ground of race, colour, religion or belief, nationality, ethnic origin, sexual orientation, gender, age, disability, marital status or part-time status or will be disadvantaged by any conditions of employment that cannot be justified as necessary on operational grounds.

This policy is to be read in conjunction with the organisation's Equal Opportunities and Data Protection policies. No decisions regarding recruitment or selection should be made by a person who has not read and understood this and associated policies or without the approval of a director.

This policy is applicable to the recruitment and selection of all irrespective of whether such a contract is for a temporary or fixed term or is of a permanent duration. The policy will be made available to all employees and applies to both internal and external recruitment.

This policy seeks to ensure that the best candidate is chosen for each job vacancy regardless of sex, race, disability or other personal characteristics. Existing employees will be invited to apply for transfer and promotion opportunities wherever possible.

Principles

The following principles will apply whenever recruitment or selection for positions takes place:

- Individuals will be screened against the job requirements as laid out in the job descriptions and person specifications.
- Any qualifications or requirements applied to a job that have or may have the effect of inhibiting applications from certain groups of the population should only be retained if they can be justified in terms of the job to be done.
- Selection tests should be specifically related to job requirements and should measure the person's actual or inherent ability to do or train for work.
- Selection tests should be reviewed regularly to ensure they remain relevant and free from bias, either in content or in scoring mechanism.
- All recruiting managers and HR team members taking part in recruitment and selection will have been trained in interviewing skills and equal opportunities.
- Written records of interviews, reasons for decisions made at each stage of the process and reasons for appointment or non-appointment should be kept by HR for six months, unless a longer period can be justified and is in compliance with the Data Protection Act 1998. Records should then be disposed of confidentially.
- Interviews will assess candidates against job-related criteria only.
- All information held about a candidate must be used only for the purpose for which the information has been collected.
- Reasonable adjustments should be made to reduce any disadvantage faced by disabled people in making an application in response to an advertisement.

McFT Staff Handbook – individual policy

- The recruitment and selection process for disabled candidates should take into account such adjustments to working arrangements or physical features of the work place/station/premises as are reasonable to accommodate their needs and be such that they are not placed at a substantial disadvantage compared with non-disabled candidates.
- Decisions to interview, shortlist or offer employment will take no account of an applicant's trade union membership or non-membership.

Process

The recruitment process should be followed in accordance with the following steps:

- Authority to recruit must be granted by the relevant department director before advertising a vacancy and finally approved by the MD/CEO.
- A job description should be produced with full details of the position, tasks, reporting line, responsibilities of the jobholder and number of subordinates, if applicable. The skills, experiences, qualifications and competencies of the jobholder should be laid out in the person specification.
- Job advertisements will be based on the job and person specifications and/or competency profile. Internal vacancies will be promoted internally. For external positions a variety of advertising mediums will be used. Positions may be simultaneously advertised internally and externally.
- Hiring managers should not speak to agencies without the prior approval of HR.
- All external applicants will be pre-screened by the HR department. All internal applicants must speak to their hiring manager before applying and will be pre-screened by HR after this.
- When reviewing applicants based overseas, the first stage in the process will be a telephone and / or skype interview.
- Prior to the interview candidates will be provided with information about the organisation, role and responsibilities.
- All face to face interviews should consist of two or three interviewers, including the recruiting manager and ideally a member of HR.
- If no HR representative is available, hiring managers should ensure that all details are collected as per the interview form.
- A question sheet will be designed by the HR department based on the job description and person specification/competency profile, and the outcome recorded on a grid.
- All interview documentation must be returned to the HR department for secure storage. Only those that require access for specific and authorised purposes will be able to access this information.
- Upon selection of a suitable candidate the hiring manager will liaise with the HR department to identify the appropriate starting salary. The Recruitment Advisor will handle all offers to successful candidates.
- The relevant director must approve all offers made to successful candidates.
- All offers are subject to two satisfactory references, medical clearance, a check on relevant qualifications and eligibility to work in the UK where applicable. Through the HR department, all references will be verified, which will be requested once applicant has indicated acceptance (subject to the conditions highlighted above). References will ideally come from current and/or previous employers, if applicable. If the references or medical clearance are not satisfactory, the offer may be revoked.

Appeals procedure

Employees who have concerns about any aspect of this policy or its operation should use the organisation's Grievance Policy and Procedure.

Recruiting ex-offenders policy

As part of the Company's overall commitment to equality of opportunity this policy outlines the Company's approach to the recruitment of ex-offenders. The Company will not consider the existence of criminal convictions to be immediate grounds for refusal of employment. Candidates will be considered for employment based on their skills, experience and qualification for the role.

Disclosure & Barring Service checks

The Company will check criminal records for relevant positions as prescribed by regulations (for example for occupations or activities covered by the ROA 1974 (Exceptions) Order 1975 and the Police Act 1997 (Criminal Records) Regulations). A criminal records check via the Disclosure and Barring Service (DBS) will be requested only after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned.

Data protection

All information received will be dealt with in accordance with the provisions of the Data Protection Act.

Employment of Foreign Nationals

Under United Kingdom immigration rules, it is unlawful to employ a person who is not entitled to work in the UK. Before employing any candidate that the Company will check the relevant documentation to ensure he or she has the right to work in the UK and retain a copy of the relevant documents.

If an individual is a student with a limited right to work in the UK during term time the Company will also retain evidence of their academic term dates.

Verification of the right to work

Before the candidate starts work, the Company will verify that the candidate has at least one of a range of documents verifying his or her right to work in the UK. The following are examples of documents which are acceptable on their own:

- A passport confirming that the candidate is a British citizen
- A passport or identity card of a European Economic Area (EEA) or Swiss national (a Croatian national will also need a worker authorisation registration certificate – see further details below)
- A current passport endorsed to show that the holder is allowed to stay in the UK and is currently allowed to do the type of work in question.

The Company may also request the candidate to produce certain combinations of two documents, for example:

- A document giving the candidate's permanent National Insurance number and a full UK birth certificate

- A document giving the candidate's permanent National Insurance number and a certificate of registration or naturalisation as a British citizen.

Documentation checks when acquiring a new business

If the Company acquires an employee under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE), it will take responsibility to check the relevant documentation to ensure that each employee has the right to work and remain in the UK. If it is discovered that an employee does not have the legal right to work in the UK, he or she could be dismissed.

Guidance and Codes of Practice

The Home Office has produced detailed guidance and codes of practice for employers on how to prevent illegal working, avoid discrimination in employment and manage sponsorship applications. These will be followed.

Internships

This policy sets out the main provisions regarding the definition and use of internships within the company.

The company aims to offer internships which will give those seeking to enter the job market the chance to gain valuable work experience in their chosen profession, whilst furthering the company's commitment towards community and social responsibility, and building on our reputation as a fair employer.

The company reserves the right to offer paid and unpaid internships and will adhere to the relevant best practice guidelines.

Definition of an internship

The company recognises there are many definitions of an 'internship'. For the purpose of this policy, an internship is a period of work experience, either paid or unpaid, offered to a person who is over school leaving age and looking to add practical experience to relevant academic qualifications already achieved. This policy does not apply to student placements as part of a course of education, or to any school work experience.

Types of internship available

The company offers two forms of internship.

1. Short term work shadowing

The duration of this voluntary internship will be for no longer than a period of one month. The intern will work shadow a senior employee of the company through his or her day to day activities and perform basic general tasks under supervision. The intern will not be expected to produce any standalone work, or provide any services on behalf of the company. The intern will have no duties or personal responsibility to perform specific tasks and no individual contact with any of the company's clients. This is seen as voluntary work experience and the intern will only be paid for any expenses incurred.

A voluntary intern agreement will be issued which confirms the intern is neither a worker nor an employee of the company and that the work shadowing will be unpaid. This type of internship will be classed as a work experience placement and therefore the intern will be protected from unlawful

discrimination under the Equality Act 2010. If the arrangement does not work out to either party's satisfaction the internship will come to an immediate end.

This arrangement will allow interns to gain valuable insights into their chosen profession and give them practical experience which will help equip them when entering a competitive job market. The company will use exit questionnaires to gather valuable feedback from interns prior to them leaving the company.

2. Longer term internship

The duration of this internship will be for no longer than a period of one year. The intention is to give interns a 'step up' to help them enter the job market by working closely with experienced employees of the company, rather than offering long term employment. The intern will produce work for the company and any external clients as appropriate and under close supervision.

A contract of employment will be issued which confirms that the nature of the internship is a short term engagement. The intern is an employee of the company, is entitled to be paid at least the National Minimum Wage and will have the same employment protection as other company employees.

Any tasks allocated will be diverse and relevant to furthering the intern's knowledge and skills, as well as of benefit to the company. Work will be closely supervised, with the expectation that interns will take an appropriate level of responsibility for their work. If the arrangement does not work out to either party's satisfaction the internship will come to an immediate end, with the appropriate notice worked or paid in lieu. Due to the duration of the internship, the company reserves the right not to follow the disciplinary procedure, in the same way as with other employees with short service.

This arrangement will allow the company to benefit from the work produced by the intern, while the intern will gain valuable and transferrable work experience. The company will gather feedback from the intern through an exit questionnaire.

Statement of company intent

The company will:

- adhere to any employment legislation with regard to employees and those seeking voluntary work shadowing
- provide the intern with an agreement relevant to either short term work shadowing or a longer fixed term internship
- follow best practice guidelines as issued by the Chartered Institute of Personnel and Development and the Department for Business, Innovation & Skills ([BIS](#)) with regard to providing a quality internship programme
- treat any intern as a valued and respected member of the team. The company will ensure that there is an allocated employee who has responsibility for supervising interns, and that interns are aware they should contact this employee with any concerns
- provide an induction to the intern tailored to the length and nature of the internship. The induction will cover what the internship will involve, introduce interns to the people with whom they will be working, and cover health and safety information, including the fire safety procedure
- provide feedback at the end of any internship and seek feedback from the intern in the form of an exit interview.