

INSTARMAC

Recruitment and Selection

The recruitment and selection decision is of prime importance as the vehicle for obtaining the best possible person-to-job fit which will, when aggregated, contribute significantly towards the Company's effectiveness. It is also becoming increasingly important, as the Company evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team. The Recruitment & Selection procedure should help managers to ensure that these criteria are addressed.

The Company Recruitment and Selection Policy will:

- Be fair and consistent;
- Be non-discriminatory on the grounds of gender, sexual orientation, race, age, religion or disability;
- Conform to statutory regulations and agreed best practice.

To ensure that these policy aims are achieved, all appointing managers will receive training in effective recruitment and selection.

PROCEDURE

The Recruitment Process

The following procedure should be used when a post is to be filled. The appointing manager must:

- Define the job. If it is an existing post, is an exact replacement required or is this an opportunity to revise the requirements. If it is a newly established post be clear on the exact requirements, draw up a job description and consult the Human Resources Department in relation to the appropriate details.
- Ensure the Job Description and person specification are up-to-date. Contact the Human Resources Department for advice / any assistance in completing these.
- Collate an information package appropriate for the post. This package should include:
 - job description and if appropriate, the person specification
 - information on the department
 - information on the Company

It is important that this pack is carefully put together in order to present a professional image of the Company, therefore out-of date or poorly presented information is not suitable.

Discuss with the Human Resources Department / Admin Office / appropriate Director the most effective means of obtaining suitable candidates. The following options should be explored (in this order):

- Internal advert within the Company
- Examination of previous applications, or those held on file within the Human Resources Department / Company Administration Office
- External advert within the job centre
- External advert in the local press
- External advert in the National press
- External advert in the appropriate technical / professional Journal
- In senior posts the use of a recruitment agency

The Human Resources Department will design the advertisement. All advertisements must contain as much information as possible to ensure the correct recruitment group is targeted and reduce unsuitable applications, while remaining as cost-effective as possible.

External adverts will be submitted to the appropriate Senior Manager for approval before being placed.

The Selection Process

Appropriate selection procedures must be used for each post. Procedures may vary; at its simplest this may involve a straightforward interview and skills testing. For more senior posts psychometric testing, presentations to the interview panel on a chosen topic and/or a series of individual interviews on various topics may be included.

The appointing manager and HR Manager will short list for interviewing and sit on the Interview Panel.

The application forms received by the closing date will be collated by the HR department. Applicants **MUST** be chosen against the Person Specification. It is the responsibility of the appointing manager and HR Manager at this stage to record (in writing) the reasons why an applicant is not short-listed. All papers must be returned to the Human Resources Department, who will invite the candidates for interview, obtain references and make the necessary housekeeping arrangements for the interview. This will include timetabling the interviews. Candidates who have not been short-listed will also be informed.

The appointing manager and HR Manager will:

- Decide on the interview format and determine which areas to concentrate on with the questioning;
- Receive the references for candidates from the Human Resources Department / Company Administration Offices, and be responsible for ensuring the confidentiality of these, and for their safe return to the Human Resources Department / Company Administration Offices for destruction.

At the interview, the appointing manager and HR Manager will ensure that the Structured Interview Questions form is completed as fully as possible. When interviewing, they will ensure that Equal Opportunities legislation is strictly adhered to, with no discrimination shown on the grounds of gender, sexual orientation, religion, age, disability or ethnic origin.

When all candidates have been interviewed, the panel will decide on the best person for the post. The HR Manager will arrange to inform the successful candidate as soon as possible, agreeing a commencement date and starting salary.

All interview details will be held by the Human Resources Department.

The Human Resources Department:

- write to all unsuccessful candidates with outcome of interview within one working day, this will be confirmed in writing;
- write to the appointee, offering the post providing satisfactory references and health clearance
- initiate a personnel file and computer entry for the new member of staff;
- notify the Manager if the appointee refuses the offer, or if there are any other details to be cleared.

The Human Resources Department will arrange, in conjunction with the appointing manager an individual programme of induction for the new starter, which will be arranged and agreed at least one week before the appointee commences.

¹ Last updated April 2007



JOHN HOLCROFT
MANAGING DIRECTOR
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