

People Management Policy

Recruitment & Selection Policy

Document Control

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| Title | Recruitment & Selection Policy |
| Organisation | London Legacy Development Corporation |
| Description | This policy is intended to assist the Legacy Corporation to put their commitment to ensure that recruitment & selection is rigorous, fair and transparent into practice and in accordance with established good employment practice with full regard to relevant discrimination legislations. |
| Author(s) | Human Resources Department |
| Date | 1 st February 2011 |
| Approvals | EMT |
| Distribution | All staff |
| Protective Marking | Not protectively marked |

Recruitment and Selection Policy

Version Control

| Version | Date | Amendments | Author |
|---------|------------|---|------------|
| V2 | 06/08/2015 | Updated to reflect new Human Resource Approval Form | [REDACTED] |

Approvals

| Job title | Name | Signature | Date |
|-----------|------|-----------|------|
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Recruitment and Selection Policy

Table of Contents

| | | |
|----------|---|----------|
| 1 | Introduction | 4 |
| 2 | Definitions | 4 |
| 3 | Policy statements | 5 |
| 4 | Working with relevant legislations | 6 |
| 5 | Responsibilities | 6 |
| 6 | Monitoring | 7 |
| 7 | APPENDICES | 7 |

Recruitment and Selection Policy

1 Introduction

- 1.1 Effective recruitment and selection procedures are vital in attracting and retaining high quality staff.
- 1.2 For recruitment and selection procedures to be effective it is essential that they are fair, rigorous and transparent.
- 1.3 This policy and procedure therefore is intended to assist the Development Corporation to put this commitment into practice and in accordance with established good employment practice with full regard to relevant discrimination legislations.
- 1.4 Compliance with this policy should also ensure that the Development Corporation and its employees do not commit unlawful acts of discrimination during the recruitment and selection process.
- 1.5 The recruitment and selection procedures apply to all recruitment activity. These procedures should be consulted by all members of staff involved in any aspect of the recruitment and selection process.
- 1.6 **Links to other Development Corporation Policies:** This policy should be read in conjunction with the Equality Policy, Pay and Reward Policy, Volunteer –Intern Policy, Data Protection Policy, Redundancy and Redeployment Policy, Change Policy and Relocation Policy.

2 Definitions

- 2.1 The **Job profile** is a general and written statement of a specific job which summarises the key elements that are essential to the overall job performance. The job profile entails specific details concerning the:
 - purpose;
 - duties and responsibilities;
 - qualifications;
 - scope;
 - contributions and outcomes needed from a position;
 - selection criteria;
 - job's title; and
 - designation of the person to whom the employee reports.
- 2.2 The **Person Specification** is an extension of the job description. It consist of measurable and justifiable criteria, and describes the requirements a job holder needs to be able to perform the job satisfactorily. These are likely to include:
 - training and experience; and
 - personal attributes /qualities.

Recruitment and Selection Policy

- 2.3 **Shortlisting** refers to the process whereby candidates are assessed by a shortlisting panel against the agreed criteria, on the basis of information provided in the application documentation, in order to eliminate unsuitable candidates and identify those candidates who meet the criteria for further assessment.
- 2.4 The **Recruiting Manager** is the lead individual responsible for determining the requirements of the role. The Recruiting Manager will in most cases be the Chair of the selection panel.

3 Policy statements

- 3.1 The Development Corporation considers the employment of its staff to be on the basis of equality for all and is also keen and committed to providing equality of opportunities in its recruitment and selection practices.
- 3.2 All decisions relating to recruitment and selection will be consistent with the criteria outlined for the post.
- 3.3 It is the policy of the Development Corporation to ensure that the best candidate for the job is selected. Commitment to this principle of appointment on merit reflects the Development Corporation's Policy on equality.
- 3.4 The Development Corporation values its diverse workforce and is keen to encourage applications from disabled people. The Development Corporation will seek to accommodate any reasonable adjustments within the workplace, employment practices and standard contract arrangements to meet the specific needs of existing or potential disabled employees.
- 3.5 Job profiles and person specifications will be limited to those requirements that are necessary for the effective performance of the job. Candidates for employment or promotion will be assessed objectively against the requirements for the job, taking account of any reasonable adjustments that may be required for candidates with a disability.
- 3.6 The Development Corporation cannot lawfully discriminate in the selection of employees for recruitment or promotion, but the Development Corporation may use appropriate lawful methods, including lawful positive action, to address the under-representation of any group that the Development Corporation identifies as being under-represented in particular types of job.
- 3.7 The Development Corporation will monitor the ethnic, gender and age composition of the existing workforce and of applicants for jobs (including promotion), and the number of people with disabilities within these groups, and will consider and take any appropriate action to address any problems that may be identified as a result of the monitoring process.

Recruitment and Selection Policy

- 3.8 Individuals who have sent unsolicited letters or made telephone and general enquiries regarding vacancies will be contacted and sent application forms (where applicable) when posts are advertised as part of the formal recruitment process.
- 3.9 The Development Corporation will provide training in equal opportunities to managers and others likely to be involved in recruitment or other decision making where equal opportunities issues are likely to arise.
- 3.10 The Development Corporation is committed to the employment and career development of disabled people and guarantees to interview any candidate with a disability whose application meets the minimum criteria for the post. By 'minimum criteria' this means the candidate must provide evidence in his/her application form which demonstrates that he/she generally meets the level of competence required for each competence, as well as meeting any of the qualifications, skills or experience defined as essential.

4 Working with relevant legislations

- 4.1 There are a number of Acts of Parliament and Statutory Instruments which have relevance to the operation of this policy such as the Equality Act 2010, Employment Act 2008 and the Data Protection Act 1998.
- 4.2 The Development Corporation will always ensure that its procedures are within the constraints of the law and follow best practice principles.

5 Responsibilities

- 5.1 In order to ensure proper implementation and management of the Recruitment and Selection Policy and its Procedures, the following designated group/individuals will have specific responsibilities as follows:

5.2 **Chief Executive (or a nominated delegate)**

- The Chief Executive has overall responsibility, working to the Development Corporation Board, to ensure the Development Corporation's Recruitment and Selection Policy is implemented properly and fairly.

5.3 **Executive Management Board**

- The Individual Executive Directors are responsible for recruitment and selection decisions within their own directorate and ensuring that equality of opportunity is an integral part of recruitment practice.
- All salary levels for selected employees need to be agreed in advance of an offer being made by the Chief Executive or the Executive Director of Finance and Corporate Services.

Recruitment and Selection Policy

5.4 Human Resources:

- The Senior Manager (HR) is responsible for overseeing the Recruitment and Selection Policy and for monitoring the effectiveness of the policy.
- The Human Resources department will:
 - ensure that managers and staff involved in recruitment activities are properly trained and aware of their responsibility;
 - ensure that appropriate support and advice is available through to managers requiring assistance in recruitment e.g. giving advice on job profile, advertising/ selection process etc;
 - ensure records are kept as required on recruitment processes;
 - take seriously and investigates any complaint made regarding the procedure;
 - manage the liaison with executive search and recruitment agencies;
 - organise and manage the selection process once the job profile has been finalised, including advertising, shortlisting and setting up interviews; and
 - consider the appropriate grade for a new post or a post subject to revised duties.

5.5 Recruiting Managers

- are required to adhere to this policy and ensure the integrity of the selection process is upheld at all times and to take particular care during the selection process;
- Should not themselves discriminate, e.g. as managers or as persons responsible for selection decisions in recruitment; and
- Must attend and participate in training provided to educate on unlawful treatment and discrimination.

5.6 The employees:

- All employees involved in recruitment will adhere to the procedures and standards set out the Recruitment and Selection Policy.
- Will co-operate with measures introduced by management to ensure equal opportunity and non-discrimination.

6 Monitoring

6.1 The Executive Management Team oversees the operation of this policy and will monitor periodically its effectiveness in accordance with the results shown by the monitoring.

6.2 To ensure that the policies are fair and equitable, an Equality Impact Assessment (EqIA) will be undertaken to review the procedures and impact of the Recruitment and Selection Policy and associated procedures. (See Appendix 2)

6.3 Human Resources will monitor the recruitment processes to ensure they are not discriminatory, and contribute to our objective of diversity.

7 APPENDICES

- Appendix 1: Equality Procedures and Guidance

Recruitment and Selection Policy

- Appendix 2: Equality Impact Assessment Report
- Appendix 3: Recruitment Forms

Recruitment and Selection Policy

APPENDIX 1

RECRUITMENT AND SELECTION PROCEDURES

1 GENERAL

- 1.1 The procedures set out in this policy document apply to all staff and details the Development Corporation's approach on recruitment and selection issues that may arise during recruitment process.
- 1.2 The procedures are designed to assist management to recruit and select the best candidate for a vacancy. It is the responsibility of every manager involved in recruitment to ensure that this policy is carefully followed.
- 1.3 Permanent appointments will normally be made in accordance with this policy and will, therefore, be subject to advertisement and a vigorous selection process designed to meet the requirements of the job.
- 1.4 When employing temporary or casual staff, the principles of good practice outlined in this procedure should be followed.

2 ESTABLISHING A POST

- 2.1 The recruitment and selection process is initiated once a vacant post is identified. This can either be creating a new position or backfilling a vacant existing position.
- 2.2 A vacancy offers an opportunity to review the need for the post, its duties, responsibilities and grade, and to consider alternatives to appointing another member of staff.
- 2.3 The first task is to clarify exactly what the post holder will do, and then prepare a job description. If it is an existing position, consider whether the job has changed, and whether the job profile needs to be changed to accurately reflect what the person in the post will now be required to do.
- 2.4 Where the duties of a post have changed significantly the appropriate Executive Director will approve changes and consult with Human Resources on the appropriate grade.
- 2.5 Where a new post has been established, the appropriate relevant Executive Director in consultation with the HR department will construct an up-to-date job profile, and determine its grade.
- 2.6 Once a decision has been made to fill a post, Human Resources will collate the following recruitment information:
 - job profile and person specification;
 - benefits package;

Recruitment and Selection Policy

- draft advert and proposed choice of media, including the Development Corporation website;
- proposed selection methods;
- membership of the recruitment panel; and
- appropriate screening arrangements.

2.7 These details will be approved by the recruiting manager, as necessary in consultation with the appropriate Executive Director.

2.8 The HR department is responsible for ensuring the confidentiality of every stage and aspect of the recruitment and selection process.

3 AUTHORISATION OF A POST

3.1 Recruitment authorisation for the establishment of a new post or the filling of a vacancy must be obtained before recruitment commences. Recruiting Managers should therefore consult with the HR team and the relevant Executive Director in respect of all new or existing vacancies.

3.2 The recruiting manager should fully complete a Human Resources Approval Form. The form requires the following approvals (signatures):

- Relevant Executive Director
- Executive Director of Finance and Corporate Services
- Human Resources

4 DRAFTING THE JOB PROFILE

4.1 The job profile is a snapshot of the post at the time it was written and should be reviewed for accuracy on a regular basis. While job profiles are usually future focused, they still become outdated as the duties and responsibilities of the job change.

4.2 At a minimum, the job profile should be reviewed in all instances where the post becomes vacant and before any recruitment action is initiated. Where significant change has occurred to a post over time, it might become necessary to reconsider the post and determine the appropriate grade. This should be undertaken in consultation with HR.

4.3 The job profile should focus on the purpose of the post and the key responsibilities. This means identifying what the position needs to achieve but not the exact method by which the work is done.

4.4 Person specifications should consist of measurable and justifiable criteria. Criteria or requirements which are unnecessary to the post and which might exclude applicants of particular groups must not be included. Requirements about age,

Recruitment and Selection Policy

gender, marital status, domestic arrangements or marital plans or pregnancy will not be included.

4.5 Requirements about qualifications, length or nature of experience should not be included unless specifically necessary for the post.

4.6 The job profile will outline as a minimum:

- position information such as title, grade and reporting relationship;
- a position statement, summarising the nature and purpose of the role;
- key accountabilities and responsibilities; and
- selection criteria (both essential and desirable).

5 RECRUITMENT ADVERTISING

5.1 Careful consideration must be given to the most appropriate publications in order to reach the widest possible target audience given budget restrictions. The Human Resources Department will provide advice on this and is responsible for the placement of all recruitment advertisements.

5.2 Recruitment should be by advertisement and open competition and as such all vacancies will be advertised. Exceptions to this principle may be short fixed-term appointments of nine months' duration or less, acting up or interim posts, secondments, project work or in the event of organisational change.

5.3 Unless otherwise specified by the recruiting manager, a closing date of two weeks following publication date will be applied to each vacancy. Closing dates of less than 10 working days are not recommended as applicants may not have sufficient time to obtain, complete and return an application form.

5.4 Wherever possible, the interview date should be included in the advertisement. This gives applicants the maximum opportunity to ensure that they will be available on the specified day.

5.5 The job adverts will be advertised simultaneously internally, externally and to minority press and media and organisations in line with the Development Corporation's Equality Policy to ensure that equality of opportunity is afforded to all staff and potential staff of the Development Corporation. The impact of these methods of recruitment will be monitored to ensure they are effective.

5.6 All advertisement for external websites and publications must contain basic information and direct the candidates to the Development Corporation website for full details of the post. In addition to the Development Corporation website, the adverts may also be sent to the GLA Group and other appropriate organisations.

Recruitment and Selection Policy

5 . 7 All advertisements should encourage applications from all sections of the community and all vacancy advertisements will include an appropriate statement on equal opportunity.

5 . 8 All advertisements should reflect the job profile and person specification and should not use words or phrases which indicate bias.

6 THE USE OF RECRUITMENT SPECIALIST SEARCH AGENCIES

6 . 1 As a general rule, the Development Corporation will normally undertake its recruitment via the HR department. However, it may in certain circumstances, outsource some parts of its recruitment process to specialist search recruitment agencies but only to support the recruitment of Senior Staff to the Development Corporation.

6 . 2 In using such agencies, the Development Corporation would satisfy itself that the agency's recruitment practices are aligned to the Development Corporation's Recruitment and Equality policies. The Development Corporation will also satisfy itself that the recruitment agency's policies and practices do not discriminate before engaging their services.

6 . 3 If a Search Agency or an external Recruitment Agency has been engaged, the candidates obtained through these means must be treated the same as applicants who have applied directly. The decision to engage the services of a Search Consultant or Recruitment Agent would be an exception. It should only take place following prior consultation with Human Resources and in accordance with the Development Corporation policy.

6 . 4 The use of temporary Agency Staff and Executive Search Services will also require the approval of the Executive Director of Finance and Corporate Services.

6 . 5 All recruitment through agencies must be undertaken through the HR department who will agree a recruitment plan and protocol.

7 TEMPORARY AGENCY STAFF

7 . 1 The use of recruitment agencies will be considered and confined to temporary contract if:

- advertising of the post was unsuccessful;
- an immediate and urgent need exists which cannot await advertising;

7 . 2 The services of short-term temporary staff may be engaged in 2 ways either as:

- a temporary Development Corporation Employee: a one-off finders fee is paid to the agency for supplying suitably vetted/skilled individuals who are hired on a Development Corporation contract; or

Recruitment and Selection Policy

- a temporary agency employee whereby the Development Corporation is invoiced weekly for the hours worked by temporary employees who are salaried by the agency.

8 SELECTION PANEL (Shortlisting and Interview)

- 8.1 The Panel will normally be chaired by a senior member of staff and include Human Resources, relevant line manager and other relevant specialists. The HR team will be responsible for all aspects of the administration of the recruitment and selection process, and will liaise at every stage with the recruitment manager.
- 8.2 In the case of senior appointments it may be appropriate for a member of the Development Corporation Board to be part of the panel. Their participation will be a matter for the Chief Executive to determine in consultation with the Chair.
- 8.3 Training will be made available to managers and others involved in recruitment, and every selection panel must have a majority of members who have received such training.

9 APPLICATION PACKS

- 9.1 Application packs will contain a minimum of:

- a covering letter;
- an application form;
- Equality monitoring form
- job profile and person specification;
- a guide to the recruitment process;

- 9.2 Additionally, recruiting managers are encouraged to provide supplementary job/service information.

10 APPLICATIONS, MONITORING AND RESPONSE MANAGEMENT

- 10.1 All applications must be made on the Development Corporation's application form and all applicants will be invited to submit their applications in the same format. Once received, all applications are scrutinised by HR and any confidential disclosures are removed from the application form before shortlisting.
- 10.2 All requests for application packs will be managed by Human Resources and applications received will be acknowledged.
- 10.3 Where potential candidates require further information, they may be directed to the recruiting manager or other individual within the Development Corporation who may have specialist knowledge of the post or required information.
- 10.4 Wherever possible, within two working days of the closing date copies of all applications will be sent to members of the selection panel.

Recruitment and Selection Policy

11 SPECULATIVE APPLICATIONS

- 11.1 Where recruitment campaigns or other publicity events generate speculative enquiries about employment at the Development Corporation, details of the enquirer will be held on file until the next recruitment round for similar roles. However, all the principles of this procedure will then apply.

Recruitment and Selection Policy

12 GUARANTEED INTERVIEW SCHEME (GIS)

- 12.1 Under the GIS, a disabled candidate whose application meets the minimum criteria for the post will be guaranteed an interview. To show this the Development Corporation will use the Disability Symbol awarded by Jobcentreplus in its advertisement and all recruitment information.
- 12.2 Disabled candidates who want to apply under the GIS will simply complete a declaration form and send it with his/her application.
- 12.3 The HR department will review the request and try to provide access, equipment or other practical support to ensure that a disabled candidate can compete on equal terms with non-disabled candidates.

13 REASONABLE ADJUSTMENTS

- 13.1 Reasonable adjustments are a way of 'levelling the playing field' for disabled people. The Equality Act 2010 places a duty on employers to take any steps that are reasonable to reduce or remove any substantial disadvantage, which a physical feature of the premises or employment practices may cause a disabled employee or job applicant compared to a non-disabled person.
- 13.2 The HR Department will liaise with the selection panel and provide advice on request relating to reasonable adjustments and special equipment which may be required if a disabled applicant is invited for an interview or appointed.

14 RECRUITMENT OF STAFF WITH CRIMINAL CONVICTIONS

- 14.1 Where a candidate has made a disclosure of an unspent conviction under the Rehabilitation of Offenders Act, the Senior Manager (HR) will review the details prior to shortlisting to determine whether the conviction is a material factor.
- 14.2 The candidate will be requested to submit a Criminal Records Bureau disclosure check and a risk assessment undertaken. The outcome of the risk assessment will determine the suitability of the candidate for employment consideration.

15 RATING DESCRIPTION (for Shortlisting and Interview)

- 15.1 **1 Inadequate:** The candidate's response was determined as unsatisfactory in meeting the minimum requirements of the job and the candidate was deemed by the selection panel to have an inadequate level of skill in this area.
- 15.2 **2 Marginal:** The candidate shows some ability however was deemed as not having met the required level of skill, knowledge or ability for the position; and/or the candidate was assessed as not meeting the criteria to the minimum level and requiring further development.

Recruitment and Selection Policy

- 15.3 **3 Acceptable:** The candidate's response indicated that they were able to meet the minimum requirements of the criteria.
- 15.4 **4 Good:** The candidate's capability was assessed by the selection panel as demonstrating full competence in respect to the criteria, and was able to back this up with some examples that demonstrate ability. Examples reflected a lower level of skill, knowledge and ability than was considered excellent.
- 15.5 **5 Excellent:** The candidate's capability was assessed as excellent by the selection panel in respect to the criteria. The candidate demonstrated a comprehensive ability against all aspects of the criteria and was able to back this up with excellent examples. The candidate is deemed by the selection panel to have an exceptional level of skill, knowledge or ability in respect to the criteria.

16 SHORTLISTING PROCESS

- 16.1 Once the application deadline has closed, Human Resources will create a shortlisting pack which will be available to each member of the shortlisting panel.
- 16.2 The shortlisting pack will contain the job profile and person specification and advertisement, together with a list of all applicants and their complete application documentation, shortlisting score sheets with guidelines. The shortlisting panel will then assess applications to determine who will be invited to interview.
- 16.3 Shortlisting will be firmly based on objective assessment of each candidate's application against the selection criteria that may be measured from the application.
- 16.4 Generally applicants who do not meet all the essential criteria for the post should not be shortlisted. If a large number of candidates meet the essential criteria, consideration may be given to measurable desirable criteria as a further filter.
- 16.5 Disabled applicants who meet the person specification must be shortlisted for interview in accordance with the Development Corporation's equality and inclusion commitment. The HR Department will provide advice on request relating to reasonable adjustments and special equipment which may be required if a disabled applicant is appointed.
- 16.6 The final shortlist should as far as possible be determined by all those involved in the selection process. The Chair of the panel should record the reason for the selection or non-selection of candidates against the selection criteria.
- 16.7 The reason will be used to feed back to any non-shortlisted applicants who contact the HR Department and also for equal opportunities monitoring purposes.
- 16.8 Applicants who are not shortlisted for interview will be formally notified.

Recruitment and Selection Policy

- 16.9 All shortlisting documentation will be kept by Human Resources for up to six months after an appointment has been made.

17 SELECTION PROCESS

- 17.1 All shortlisted candidates will be asked to attend an assessment session. This will normally comprise:

- an interview; and
- a range of appropriate validated tests or a presentation relevant to the post.

- 17.2 The selection panel will conduct the interview. The HR team will ensure that other selection activities are conducted objectively, and will report the results to the panel. The panel must ensure that all factors are taken into account before making a final decision.

- 17.3 The panel should seek to achieve consensus on the selection decision, recording the reasons for its choice and for rejecting other candidates. Where no candidate is suitable, the reasons for this should also be recorded.

18 INTERVIEW

- 18.1 Once the shortlist has been agreed candidates are invited to interview by email or letter. The invitation will include all the relevant information the candidate needs to know about the interview and instructions of what to do on the day.

- 18.2 All interview panels must comprise no less than two people. The chair of the interview panel will be responsible for the recruitment interview process.

- 18.3 Each interview panel member will be sent an Interview Pack by the HR Department containing:

- copies of all application forms and additional information;
- set of Interview Assessment Forms;
- a copy of the job profile and person specification;
- agreed interview questions; and
- information relating to pay and conditions.

- 18.4 An absolute minimum of 30 minutes per candidate is recommended. As interviews may run over the allotted time, one or more breaks of at least 15 minutes part way through are recommended so that later candidates are not kept waiting for long periods.

- 18.5 Interviews should be conducted on a structured basis, with all candidates being asked the same basic questions. No questions should be asked which could be considered discriminatory, offensive and/or irrelevant to the job being interviewed for. These may be followed up by individualised supplementary questions, depending on the candidates' responses.

Recruitment and Selection Policy

- 18.6 Prior to the first interview the Chair should:
- allow time to discuss and decide the order in which the questions will be asked and allocate specific areas of questioning to each member;
 - identify any member of the panel who has prior knowledge of any of the applicants (conflict of interest); and
 - advise panel members of the procedures for documenting the assessment of each candidate and final decision.
- 18.7 At the start of each interview, the Chair should:
- introduce each applicant to the panel and vice versa;
 - explain the purpose and structure of the interview to the applicant; and
 - indicate to the applicant that panel members may take notes.
- 18.8 At the end of each interview, the Chair should clarify and convey the following information :
- Candidate's availability/notice required;
 - grade, contract hours and tenure of post;
 - method of communication to successful and unsuccessful candidates and timescale;
 - main terms and conditions of employment, including probation;
 - staff benefits; and
 - process for 'successful' applicant, i.e. applicant will receive verbal and written confirmation of success at the interview stage but that no formal offer of employment can be considered until all recruitment formalities have been completed i.e. interview, references etc.
- 18.9 Panel members must complete an **Interview Assessment Form** for each candidate and score each individual's performance, writing notes as appropriate. Candidates have the right, under the Data Protection Code, to see all interview notes, including annotations made on application forms, therefore the shortlisting/interviewing panel should exercise tact and discretion when making notes. Interview assessments may form the basis of any feedback given to unsuccessful applicants and they are held on file in the HR department for six months.
- 18.10 Adequate notes should be kept by all members of the selection panel to justify the selection decision, and the chair should produce a summary of the views of all panel members for each applicant and return to the HR Department with the application file once the interviews have taken place.
- 18.11 Applicants who are not successful at interview will be notified in writing by the HR department.

19 INTERVIEW DECISION/OUTCOME

Recruitment and Selection Policy

- 19 . 1 The selection decision should be made based on the outcome of all selection tools and consideration should be given to how candidates rated across all of the areas of the job's requirements.
- 19 . 2 If the panel cannot reach agreement on the nominated candidate, the final decision rests with the Chair. If the panel determines that no candidate is deemed to fulfil the criteria for appointment, no appointment will be made.
- 19 . 3 The selection decision and any supporting evidence must be documented. Score sheets should comment on the relative merit of recommended applicant(s) on the basis of the selection criteria only. Clear and detailed documentation will assist if post-interview feedback is requested and/or if an appeal is lodged.
- 19 . 4 The recommendation sheet is completed and signed by the Chair and returned by the Chair to Human Resources along with any other relevant documentation including notes taken during interviews.

20 OFFER OF EMPLOYMENT

- 20 . 1 It is Development Corporation policy to make an offer to candidates at the bottom of the advertised salary grade.
- 20 . 2 The interview panel are not to raise expectation or commit the Development Corporation financially to an appointment or to a specified salary. Candidates may be told only that salary will be within the advertised range, although notation may be made on the report of any comment an applicant wishes to make in regard to salary.
- 20 . 3 Where a potential candidate declines a job offer or tries to negotiate a higher salary because they have exceptional skills, experience or qualification, the Chair of the interview panel must inform the appropriate Executive Director who in consultation with HR review the request and make a recommendation subject to the final approval of the Chief Executive and Executive Director of Finance and Corporate Services.
- 20 . 4 Any offer of appointment is made conditional on satisfactory completion of the following pre- employment checks:
 - references;
 - identity;
 - qualifications, if required; and
 - eligibility to work in the UK
- 20 . 5 A formal offer of employment will be made to the successful candidate by the HR Department, in writing, and the candidate will be required to sign and return a copy of the letter as acceptance of the offer.

Recruitment and Selection Policy

21 REFERENCES

- 21 . 1 All appointments are subject to a minimum of two satisfactory references one of which must be the current/most recent employer i.e. the candidate's direct line manager. References from friends or family members are not accepted.
- 21 . 2 References will be applied for, in writing, by the HR Department after the interview with prior consent from the candidate.
- 21 . 3 Where a written reference is applied for but not received, a verbal reference may be sought, either by the recruiting manager or a member of the HR Department. Detailed notes of the referee's comments must be made and signed and dated by the person taking the reference. The referee may be requested to confirm his/her comments in writing.
- 21 . 4 On receipt, all references are checked against the information given on the application and examined. Any discrepancies or issues of concern are noted and taken up with the applicant.
- 21 . 5 All references are requested in the strictest confidence and their content should not be disclosed to an interview candidate without the express permission of the referee.
- 21 . 6 Internal candidates are not entitled to see references written by the current employer, i.e. the Development Corporation.

22 ADVISING UNSUCCESSFUL CANDIDATES

- 22 . 1 The HR department will advise unsuccessful applicants within 3 days of receipt of the selection panel report.
- 22 . 2 Panel members should not contact the unsuccessful applicants after the interview process.
- 22 . 3 Where the selection panel recommends a reserve candidate, the candidate would automatically be offered the position should the recommended candidate decline acceptance of the post.
- 22 . 4 It is acceptable to offer a reserve candidate the job should the recommended candidate resign within six months of their appointment if the candidate is still available.

23 POST SHORTLISTING OR INTERVIEW FEEDBACK

- 23 . 1 As previously outlined, a written record of the decision making process is maintained by HR throughout the relevant stages of the Development Corporation's recruitment and selection process. These records are essential to

Recruitment and Selection Policy

support the likelihood that the candidate will often request feedback at either the Post Shortlisting or Interview stages of recruitment.

- 23 . 2 Formal feedback must be provided in either instance when requested, and in the majority of cases, this feedback will be provided by the Chair, unless a suitable alternative is nominated on the basis of their specialist knowledge.
- 23 . 3 The purpose of feedback is to provide factual and accurate information on the selection and decision making process, however, feedback on areas where a candidate may improve on interview skills and interview preparation might also be discussed; of course, it is important to confirm if this level of supplementary feedback is desirable before offering constructive advice.
- 23 . 4 Feedback can be given verbally or in writing. The conversation or email/letter must be confined to feedback which centres on a candidate's performance against clearly advertised selection criteria.
- 23 . 5 Advice and assistance on preparing and delivering candidate feedback is available from Human Resources.

24 WORK PERMITS

- 24 . 1 The Development Corporation operates a policy of strict compliance with current employment legislation; specifically the Employments Permit Act 2003. It is currently an offence under the above Act for either the Development Corporation or employee (if a non-EEA national) to engage in an employment based relationship within the Development Corporation without previously having acquired appropriate authorisation to do so.
- 24 . 2 The Development Corporation does not currently hold a certificate to be a registered sponsor of migrants. The possibility of this is currently being explored by the HR Department.

25 APPEALS/COMPLAINTS

- 25 . 1 Provided that any appeal or complaint about a selection decision is received within one month of the decision being announced, the HR department will investigate the circumstances and respond within 28 days.

Recruitment and Selection Policy

Appendix 2 – Recruitment Forms

Recruitment and Selection Policy

GUARANTEED INTERVIEW SCHEME

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the post. By 'minimum criteria' we mean that you must provide us with evidence in your application form which demonstrates that you generally meet the level of competence required for each competence, as well as meeting any of the qualifications, skills or experience defined as essential.

The London Legacy Development Corporation is committed to the employment and career development of disabled people (the minimum criteria means the essential competences as set out in the advertisement for the post). To show this we use the Disability Symbol awarded by Jobcentreplus.

What do we mean by disability?

The Disability Discrimination Act, 1995 defines a disabled person as someone who has a physical or mental impairment which has a substantial and adverse long-term effect on his or her ability to carry out normal day-to-day activities.

How do I apply?

If you want to apply under the Guaranteed Interview Scheme please complete the declaration below and send it in with your application.

We will try to provide access, equipment or other practical support to ensure that if you have a disability you can compete on equal terms with non-disabled people.

DECLARATION

I consider myself to have a disability as defined above and I would like to apply under the Guaranteed Interview Scheme.

I require the following special arrangements to be made for me to be able to attend an interview:

Name:..... **Date:**

Signature:

Job Reference number:

Please return the completed form with your application.

ANY FALSE DECLARATION OF DISABILITY TO OBTAIN AN INTERVIEW WILL SUBSEQUENTLY INVALIDATE ANY OFFER OF A POST.

Recruitment and Selection Policy

SALARY NEGOTIATION FORM

This Salary Negotiation Form should be completed and sent to the HR Department for the Chief Executive and the Executive Director of Finance & Corporate Services approval of salary to be offered to a prospective Candidate.

The form should be submitted together with a current **CV/Application Form** prior to finalisation of the candidate's appointment.

| | | |
|--|--|--|
| Name of Candidate | | |
| Job Title | | Department: |
| New Position | <input type="checkbox"/> Yes <input type="checkbox"/> No | OR Replacement For |
| Contract Type | <input type="checkbox"/> Fixed term appointment | <input type="checkbox"/> Permanent appointment |
| Salary Grade | Bottom Scale: | Top Scale: |
| Proposed Salary | £ | |
| Candidate's current annual salary + benefits | £ | |
| Was salary discussed with candidate? <input type="checkbox"/> Yes <input type="checkbox"/> No | | |
| Business Case for proposed Salary: | | |
| | | |
| | | _____ |
| | | Recruiting Manager |
| | | _____ |
| | | Executive Director Name |
| Executive Director of Finance & Corporate Services (Response): <input type="checkbox"/> Approved <input type="checkbox"/> Not Approved | | |
| Comments: | | |
| Signature/Date | | _____ |
| Chief Executive (Response): <input type="checkbox"/> Approved <input type="checkbox"/> Not Approved | | |
| Comments: | | |
| | | _____ |
| | | Signature/Date |

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