

GRUNDON

www.grundon.com

Recruitment

Policy and Procedure

June 2009

Recruitment Policy and Procedure

Policy

[Grundon Waste Management Limited](#) acknowledges that good recruitment practice plays a vital role in the functioning and development of the organisation. Through this policy our aim is to seek out, employ and retain high-quality people with the appropriate level of skills, qualifications, aptitude and attitude for each vacancy, regardless of gender, age, race, ethnic origin, nationality, disability, religious and political beliefs, sexual orientation, transsexual or transgender issues, and to provide opportunities for their advancement, promotion and training in accordance with our Equality & Diversity Policy.

1. Aims

The aims of this Policy & Procedure are to assist managers with:

- Selecting the most suitable candidate to carry out the duties of the position within a reasonable timescale.
- Making selection decisions that do not discriminate unfairly against any group or individual.
- Giving a good impression of the Company as a professional and caring organisation and ensuring that consistency is applied to all recruitment activities.

2. Responsibilities

- The line manager is responsible for initiating recruitment action when there is, or likely to be, a vacancy.
- Responsibility within the recruitment procedure is shared between the line manager and the HR Department.
- Everyone involved in the recruitment process must be familiar with the Policy & Procedure and have received relevant training in recruitment practice.

In order to achieve this, the Company will ensure that all vacancies are normally advertised via email and published on the Intranet and on notice boards at each location for at least one week and then in a suitable publication, recruitment agency or the Website when no suitable internal applications are received, with the following exceptions:

- Vacancies identified and held open for employees whose current post has been declared redundant; those returning from maternity leave; those coming towards the end of a fixed-term contract; or for consideration as a suitable alternative for those who become ill or disabled and who can no longer carry out their current job.
- Where promotion is identified as natural progression in a current role.

No job applicant or existing employee should be disadvantaged or treated less favourably in the recruitment process because of conditions or requirements that cannot be shown to be justifiable in terms of job requirements or specifications.

All managers and HR representatives concerned in the process should be fully prepared, competent, trained, aware of the Policy & Procedure and ensure that professional standards are maintained at all times.

All application forms and letters, questionnaires, interview details and references will be treated in the strictest confidence. The information held will only be used for the purposes of the application for employment with Grundon and will not be disclosed to any third party (unless required to do so in law) unless specific permission has been obtained from the applicant. Data gathered for the purpose of the Equality & Diversity Policy may be disclosed to a third party for monitoring purposes only. The details of unsuccessful candidates may be retained for a period of up to twelve months so that they may be considered for other suitable vacancies that may arise, after which time they will be securely destroyed.

All unsuccessful applicants will be notified in writing as soon as a decision is reached.

The HR Manager will sign all contracts of employment.

The key principles of the Policy & Procedure will apply to all employees and managers. However, a 'one size fits all' approach will not always suit every part of our diverse organisation and there will be occasions where flexibility is required in terms of process. On these occasions the relevant manager will agree any changes with the HR Department to ensure a fair and ethical approach is maintained.

3. Associated Documents

- Recruitment Authorisation Form.
- Job Description Template.
- Advertisement Template.
- Job Offer Checklist.
- Probation Forms.
- Induction 1 Forms.
- Induction 1 Guidance Notes.
- Application Forms.
- Equality & Diversity Policy.

Recruitment Procedure

1. Where a need to recruit is identified, either to fill a vacancy or a new post, the manager will notify the HR Department by completing a Recruitment Authorisation Form, attaching a job description. The HR Department will always assist in the preparation of adverts and job descriptions and will have a final say in the content, to ensure it complies with current legislation.
2. The HR Department may arrange an exit interview with the present incumbent to explore reasons for leaving and, as a result, possibly modify the job description in conjunction with the manager.

3. The HR Department will arrange publication on the Intranet acknowledging the one-week lead-time for internal referrals for the Introduce a Friend Scheme (IAFS). All employees will be notified about the vacancy via email, or hard copy on notice boards.
4. It is the responsibility of all managers to ensure that all adverts are made available to their employees, including arranging to send copies to any employees who are absent on long-term sick leave or on maternity leave.
5. If the advert is to be published externally (newspaper, journal or Website), the HR Department will organise design, obtain copy deadline(s) and cost from suitable media, or contact approved recruitment agencies and seek approval to proceed from the manager.
6. The HR Department will check files for speculative enquiries, either direct or via the IAFS, from suitably qualified people received within the last 6 months.
7. The HR Department or the manager will arrange to acknowledge all job applicants at the earliest opportunity, ideally within 5 days of receipt.
8. Staff concerned with the recruitment process must be fully aware of the Policy and the decision to shortlist, interview or offer employment must take no account of an applicant's gender, age, race, ethnic origin, nationality, disability, religious and political beliefs, sexual orientation, transsexual or transgender issues. The selection criteria applied to internal applicants should be the same as that applied to external applicants, i.e. an application form or CV and covering letter should be submitted in order that the same information is provided and comparison can be made on equal terms, thus avoiding discrimination.
9. It is recommended that no more than 6 people will be short listed for first-stage interviews.
10. The manager will normally shortlist and conduct interviews for hourly paid employees, although a member of HR will always be available to assist if requested. For salaried positions the manager will always shortlist and interview in conjunction with a trained member of the HR Department.
11. The manager (weekly paid) or the HR Department (monthly paid) will write to short listed applicants, inviting them to an interview and ensuring that a location map and ID Checklist are sent, giving details of who they should report to and if a skills test or presentation will form part of the interview. If a skills test does form part of the interview it must be appropriate to the job.
12. Once confirmation of attendance is received from all applicants the manager (weekly paid) or the HR Department (monthly paid) will arrange to send copies of the applications (usually application form or CV and covering letter) and an interview schedule to the people undertaking the interviews and notify the relevant Receptionist about the candidates who are expected and who they should call to greet them.

13. When a suitable candidate has been identified, an offer of the job, specifying the key Terms including wage/salary and start date, will be made by the manager (weekly paid) or the HR Department (monthly paid) using the Job Offer Checklist, usually by telephone followed by a formal contract of employment. Offers will be made conditional upon satisfactory references, medical clearance, ID and any relevant licences or certificates being obtained.
14. The HR Department will write all contracts of employment and ensure they are sent to the prospective new employee along with all other associated employment documents, such as Personal Details Form, Pre-Employment Health Questionnaire, P46 etc.
15. On receipt of the signed contract of employment being received from the prospective new employee, the manager will write confirming first-day arrangements. References will be taken up as soon as possible by the HR Department, and copies of the references will be sent to the manager and kept on the new employee's file. Where a reference is deemed to be unsatisfactory the manager will discuss with the HR Manager and the new employee's offer of employment may be withdrawn.
16. The manager or the HR Department will notify unsuccessful interviewed candidates and applicants not short listed at the earliest opportunity following written acceptance from the prospective new employee.
 - (i) In the case of an internal applicant being successful, where appropriate the employee's existing manager will be notified by the employee and the new manager. The employee who is to be promoted/transferred must be made aware of the conditions attached to the promotion e.g. wage/salary, benefits, trial period, and what will happen should they be unsuccessful in their new role. Agreement for a transfer date should be reached jointly with the two managers.
 - (ii) Unsuccessful internal candidates will be informed of the decision in person by the manager who interviewed them, and the HR Department will follow up the decision, in writing, as soon as possible. Full feedback will be offered should the unsuccessful candidate request it and the HR person involved with the interview will provide assistance to the manager in this respect. Feedback to unsuccessful external candidates will not normally be offered.
17. All offers of employment will be made subject to a satisfactory probationary period (for new employees) or trial period (for existing employees who change jobs through promotion) of normally 6 months. The manager will monitor the new employee's progress closely during this period and any settling-in difficulties will be resolved at the earliest opportunity. The HR Department will offer advice on any early issues, if requested.

18. The HR Department will send a Probation/Trial Review form to the manager to review the new or promoted employee's progress at around 2.5 months and again at around 5.5 months. The manager should arrange a meeting with the new employee to discuss progress and any issues and agree on any actions. The manager and the new or promoted employee should sign the form. The completed forms should be returned to the HR Department which will, following recommendation to confirm the appointment, write to the employee, through the manager, confirming the appointment and inviting them to join the pension scheme (if applicable). The probation/trial period may be extended if there is any doubt about whether the new/promoted employee is suitable and the HR Department will write to the employee, following discussion with the manager, detailing the length of the extension and the reason(s) and the target(s) for improvement.

Recruitment Guidelines for Managers

There are 6 key steps in the process of successfully attracting, recruiting and retaining good employees. Please ensure that you are fully familiar with the Policy & Procedure and use these in conjunction with these Guidelines. Please remember that you are not alone – the HR Department will always offer help, advice and support on any issues relating to recruiting or managing people.

1. Vacancy or New Post?

The first question to be asked will always be 'is there really a post to be filled?' When a vacancy occurs due to an employee leaving the Company, it offers an ideal opportunity to examine the situation and the potential to restructure what work is done and who does it, in such a way that possibly no recruitment is needed.

Once a need to recruit has been identified, either to fill a vacancy or a new post, either permanently or temporarily, the manager will raise a Recruitment Authorisation Form and begin dialogue with the HR Department - see Associated Documents

2. Job Description

As a result of the exit interview, the current job description may need modifying. The HR Department will discuss and agree this with the relevant manager. The discipline of writing and revising a job description will help to clarify the job requirements and will communicate this effectively with the next person recruited. The job description will cover:

- Job title.
- Purpose of post.
- Reporting responsibilities.
- Key duties and responsibilities.
- Key skills and experience required.

The manager will arrange for a revised job description to be drafted and sent to the HR Department prior to advertising the vacancy. The HR Department will always offer assistance in writing job descriptions and the standard Company template will always be used. Please see Associated Documents for a copy of the Job Description Template.

3. Advertising

The largest number of suitable candidates should be made aware of the vacancy. The best method of advertising, following unsuccessful internal advertising, should be agreed between the HR Department and the manager.

All job vacancy advertisements will be set in the Company's template (see Associated Documents), unless it is judged that size compromises cost, e.g. in a national publication.

All external advertisements will contain the standard overview of the Company and the benefits offered and not discriminate against any groups or individuals. All advertisements will detail the job requirements and skills needed in a brief but clear way. Wages/salaries are not normally included. A closing date of at least 1 week, but normally 2 weeks, from the advertising date will be included. The HR Department will have the final say in the content of the advertisements.

Internal advertising

All relevant vacancies should be advertised on the Intranet, noticeboards and via email, under the Introduce a Friend Scheme (IAFS). This gives existing employees, and friends of existing employees, the opportunity to be considered for a new position, although it is not the policy to solely consider existing employees to the exclusion of external candidates. In some instances it may be prudent to only use this method if it is considered that an existing member of staff will be the most suitable candidate.

External advertising

National and local advertising can be expensive, therefore if the decision to use this method of advertising is made, the HR Department will advise on size, cost and copy deadlines.

Internet

If external advertising is agreed, a copy of the advertisement will be included on the Company's website.

Agencies

This method may be used if a quick recruitment is needed, a temp-to-perm solution is required, or if the vacant/new position is very specialised: agencies can quickly match up suitable candidates against job descriptions thus saving valuable time. Although a saving will be made on advertising costs, the agency will normally charge a percentage of salary offered. The HR Department will advise on the percentage required and may, in some instances, be able to negotiate a reduced rate. As a rule, agencies normally charge between 12% and 17% of the annual salary offered and only agencies from an approved list should be used.

It should be noted that any recruitment agency used, either for temporary or permanent employees, must provide a policy statement to the HR Department covering the ID checking procedure they carry out on all prospective employees. If you are unsure then please contact the HR Department for advice.

Speculative applications

The HR Department receives many unsolicited applications including some via the IAFS. These are responded to accordingly and held on file for up to six months, where appropriate. Suitable applications will be retrieved and put forward for consideration along with direct applications when the recruitment process begins.

4. Interviewing

It is virtually unthinkable to fill a vacancy without at least one interview with serious candidates. However, unskilled interviewing is considered little better than tossing a coin – it will result in costly mistakes, be time consuming and team morale will suffer. The way interviews are set up and conducted is important, as this is usually the first impression a candidate gets of the Company. All people connected, or likely to be connected (usually managers), with the interviewing process should have received appropriate training. The interviewing process normally falls in to six parts:

Part 1: Short-Listing

Where an advertisement has brought about a good response then a strict short-listing exercise should be carried out with only those applicants who match the requirements on the job description considered for interview.

Part 2: First/Second Interviews

When the vacant post is straightforward, or there are few candidates, a single round of interviews is often sufficient. For more complex or senior posts, more than one round of interviews will be needed. The use of two stages allows the field of candidates to be reduced to a more manageable size and performance at one interview can be compared with performance at another.

Part 3: Environment

The physical environment of an interview will affect its degree of success, i.e. little will be achieved if deployed in an atmosphere of distractions and interruptions or if the initial greeting is less than positive – what message would this give to potential employees?

Interviews should therefore be conducted in a suitable room free from interruptions and distractions, where a table and enough chairs as well as refreshments are provided.

The relevant Receptionist will be notified of the candidate's expected arrival and who should be called to greet them. This is an important stage as it forms the first point of contact. The candidate will be invited to wait in the Reception area, which will give them the opportunity to observe Company culture and to ask the Receptionist about the Company. Don't forget to gather any relevant information from your Receptionist about the candidate and what questions they asked whilst waiting in Reception.

Part 4: Preparation

Lack of preparation is one of the biggest barriers to effective interviewing. However experienced you are it is impossible to interview effectively unless you learn all you can about candidates and have planned a strategy and interview structure before meeting them.

Consider each application individually in relation to the job description. Highlight information from the application form or CV and covering letter that seems significant or needs probing and list questions, or areas of interest, that need exploring.

Immediately before meeting the candidate ensure you have fresh in your mind the candidate's name, present situation, place of residence and any point in the application form or the CV that suggests a common background.

A structured interview guide covering the pertinent questions to be asked should be used. These will vary depending on the type of position being filled. The HR Department will always assist with interview guide preparation as well as formulating case studies, role-plays or presentations for relevant positions.

Part 5: The Interview

Ease the candidate in to the interview by asking a few general questions about themselves, their journey to the interview etc., and confirm how long the interview will take and the likely decision timescale. Ensure the 'housekeeping' issues are dealt with such as checking and taking copies of ID such as a passport – this is a legal requirement.

A candidate's answers to your questions should always be probed and explored to find out more – you will have learned this at your training. Be watchful of any attempt to evade questions or uncomfortable body language. If a question is not answered well then re-visit at the end of the interview.

Build in time at the end of the interview to go over terms like wage/salary, holiday provision, probation period, current notice period, bonuses and any benefits offered.

Remember not to undersell or oversell either the job or the Company – this will lead to frustrations.

Remember that 'gut feel' will cost – stick to collecting firm evidence of the person's skills, competence and ability to do the job you need filled.

Part 6: The Offer

Once you have completed the interviews you then need to make your selection of the candidate that best matches the job requirements. Be careful at this point that you are selecting for the correct reasons and that you have not inadvertently discriminated against someone for an un-justifiable reason.

The offer should be made verbally and contain details of the job, the wage/salary, any allowances or bonuses and the rules relating to them, the ideal start date, the location of work, and any dependencies such as receiving two satisfactory references, medical clearance etc. Remember, a verbal offer is binding.

Once the offer has been accepted you (if you are the manager of a weekly paid person) should send the completed Job Offer Checklist, application form and ID to the HR Department who will arrange a contract of employment and associated documents to be sent to the candidate. The HR Department will already have these documents for monthly-paid employees to hand as they would have been involved in the recruitment process.

5. The Probation Period/Induction – The Beginning or the End?

The offer of employment and greeting your new team member on day one is not the end of the process – it's only the beginning – and your job of managing your new person has just begun! You and your new employee have a 6-month settling-in period during which time you must ensure that they receive all relevant and mandatory training such as Induction and Health & Safety, plus any training discussed and promised at the interview stage. This is a key time for you both, as you will be assessing the new employee's ability, aptitude, attendance and attitude towards the work, the team and the Company as a whole and to monitor and review on a regular basis. They will also be assessing the Company, the job, you and everything promised at interview.

Induction

During the first few days it is vital that your new employee receives Induction 1. All aspects are covered in the Induction Checklist, which should be signed at each stage of the induction process. This will cover core areas including H&S and any local arrangements. Ideally you, as the manager, should deliver the Induction training but there are some areas that you may delegate to another responsible person. Once this is completed a copy of the completed Induction Checklist should be sent to the HR Department for filing on the individual's file. The Learning & Development Manager will arrange Induction 2, ideally within 6 to 8 weeks of your new employee starting and will send an invitation to your new employee through you. Attendance at Induction 2 is mandatory as it completes the new employee's introduction to the company and its workings.

Probation

The HR Department will prompt you to hold a mid-point review meeting at around 3 months then again just before 6 months – you will be sent relevant forms to complete with the new employee. The HR Department will offer advice and support if you feel that things are not going well, including extending the probation period or ending the employment.