

Position responsible: CEO
Approved by: ELT

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Related Documents	Equal Opportunities Policy Data Security and Protection Policy Information Governance Manual Recruitment of individuals with previous convictions policy
Further information	Employment Rights Act 1996 and The Equality Act 2010 and Regulation 19(3)(a) of the Health and Social Care Act (Regulated Activities). Regulations 2014 and Rehabilitation of Offenders Act 1974

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1.0 Purpose

- 1.1 The purpose of this policy is to provide a sound framework for the recruitment and selection of non-clinical staff based on the principles outlined below, which also meet the requirements of the Equal Opportunities Policy, the Equality Act 2010 and all other relevant employment legislation.

2.0 Scope

- 2.1 This policy covers all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment except casual staff and clinical staff. In order for the policy and procedure to be effective it is essential that any employee involved in any aspect of the recruitment and selection of staff is aware of this document and adheres to it.

3.0 Guiding principles

- 3.1 Recruitment will be solely based on the candidate's abilities and individual merit as measured against the criteria for the role. The recruitment and selection process should ensure the identification of the person best suited to the role, based on qualifications, experience and skills relevant to the role.
- 3.2 Skills, experience, potential and motivation are major factors in selecting individuals for roles. Where it is possible for the role to be undertaken effectively on a part-time basis, or flexibly, we will actively promote the role in this way or consider other flexible options as requested.
- 3.3 We recognise that as far as possible the offer of employment should indicate a long-term commitment but will carefully consider alternatives in order to meet short-term resource requirements for the needs of the organisation.
- 3.4 Reasonable adjustments will be made to all stages of the recruitment process and as required in order for a candidate with a disability to fully participate in the recruitment process.
- 3.5 The recruitment and selection of staff will be conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- 3.6 Appropriate training, development and support will be provided to those involved in recruitment and selection activities in order to meet this core principle. Any employee involved in the selection of staff should satisfy themselves that they

can comply with the requirements of this policy and procedure. Recruiting managers will undertake mandatory training regarding EDI and unconscious bias.

- 3.7 All candidates will be treated fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- 3.8 If an employee involved in the recruitment process has a close personal or familial relationship with an applicant they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.
- 3.9 All documentation relating to applicants will be treated confidentially in accordance with GDPR. Applicants will have the right to access any documentation held on them in accordance with GDPR.
- 3.10 We will fulfil our legal obligation to comply fully with the provisions of the Rehabilitation of Offenders Act 1974.

4.0 Recruitment and selection procedure

4.1 Preparation stage

- 4.1.1 Recruitment that is planned in order to fill a vacancy created by a leaver or to create a new post or where the manager wishes to upgrade a post must first be presented to the Chief Executive Officer (CEO) for **approval** using the **Resourcing Request Form**. Following approval, recruiting managers are responsible for recruitment within their business area.

4.2 Role description and person profile

- 4.2.1 Before embarking on the process of recruitment, the recruiting manager must ensure that there is a current **role description** for the post and a clearly drafted **person profile**. The role description will describe the duties, responsibilities and level of seniority associated with the post, while the role specification will describe the type of qualifications, training, knowledge, experience, skills, aptitude and competencies required for effective performance of the role.

4.3 Advertising

- 4.3.1 Proposed advertisements must be submitted to the relevant manager for approval (and where appropriate in conjunction with HR advice).
- 4.3.2 Job advertisements will be widely publicised so as to encourage applications from all suitably qualified and experienced people. In order to attract applications from all sections of the community, we will endeavour to ensure that advertisements are not restricted to areas or publications which would exclude or disproportionately reduce applications from a particular group.
- 4.3.3 As a minimum all positions will normally be advertised on the charity's intranet and website to provide staff with opportunities for career development and maintain the skills and expertise of existing staff.
- 4.3.4 Recruiting managers should also consider whether it is appropriate to post the vacancy with an approved employment agency or on appropriate online recruitment networks/websites i.e. Indeed, Cambridge Network's Recruitment Gateway, and/or LinkedIn. HR must be advised if this is the case and is responsible for sourcing the most appropriate agency, negotiating the terms and managing the relationship.

- 4.3.5 Applicants should be provided with sufficient information to make an informed decision regarding their suitability for the role. Role descriptions and person profiles that provide such information should be provided in advance of an interview by the recruiting manager (these can be obtained from the HR Department).
- 4.3.6 HR is responsible for anonymising all applications before being passed to the recruiting manager for shortlisting.
- 4.3.7 The charity proactively monitors equal opportunities by issuing equal opportunity forms to all applicants.
- 4.4 Shortlisting
- 4.4.1 Shortlisting may involve the whole panel but must be carried out by a minimum of two people to avoid any possibility of bias, one of whom would normally be the direct line manager.
- 4.4.2 All candidates (internal and external) should be assessed objectively against the selection criteria set out in the role specification and only candidates who meet all the essential criteria should be shortlisted. Assumptions about the qualities of internal candidates should not be made.
- 4.4.3 Notes of the shortlisting decisions for each candidate should be recorded by each member of the panel using the **Shortlisting Scoring Form**. Such notes should be retained by the recruiting manager once the shortlisted candidates for interview have been selected.
- 4.4.4 Shortlisted candidates should be provided with details of the selection process, including any tests, in writing giving as much prior notice as possible before the interview. In accordance with the Equality Act 2010, they should also be asked to advise if there are any particular arrangements or reasonable adjustments that could be made so that they can participate fully in the selection process.
- 4.5 Selection and interview
- 4.5.1 The recruiting manager will be responsible for shortlisting, interviewing and making or recommending an appointment, they must be clearly informed of the selection criteria and the need for consistency.
- 4.5.2 Wherever possible, at least two people one of whom should be the recruiting manager will carry out interviews and ensure all questions relate to the selection criteria focusing on the needs and requirements of the role and skills needed to perform effectively.
- 4.5.3 It is recommended that a range of selection methods, that are suitable for assessing the criteria in the role specification are established to enhance objective decision making which is difficult through interview alone.
- 4.5.4 Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the role specification.
- 4.5.5 Questions which might suggest an intention to discriminate on the grounds of a protected characteristic should not be asked. For example, applicants should not be asked whether they are pregnant or planning to have children. No questions will be based on age, assumptions about roles in the home and the family or the assumed suitability of different ethnic groups for the post in question. Where it is necessary to assess whether personal circumstances will affect the performance of the job (for example, if the job involves irregular hours or extensive travel) this will be discussed objectively and will be asked equally of all candidates.

- 4.5.6 Candidates should not be asked about health or disability before a job offer is made. There are limited exceptions which should only be used with advice from the HR Department. For example:
- Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments).
 - Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment.
 - Positive action to recruit disabled persons.
 - Equal opportunities monitoring (which will not form part of the selection or decision-making process).
- 4.5.7 In the case of disabled applicants who identify themselves at the application stage, reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of his/her disability. Job offers will not be made during or at the end of an interview.
- 4.5.8 Selection is a two-way process: candidates are assessing the role and the organisation. Those involved in recruitment should consider how best to convey a positive image.
- 4.5.9 Notes recording the salient points of the interview should be taken by the interviewers using the **Interview Questions Scoring Sheet**, so that they can refer back to these when assessing candidates against the role description and making decisions. Such notes and any other notes on the candidate taken during the recruitment and selection process should be retained by the HR Department following the selection process.
- 4.5.10 In the event that a candidate requests feedback about their performance in the selection process this should be arranged and provided by the recruiting manager, although he/she may delegate this to another member of the panel where appropriate.
- 4.5.11 Unsuccessful interview candidates should be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process.
- 4.6 Making an appointment
- 4.6.1 It is recognised that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance the organisation's ability to recruit the selected candidate. In such cases the verbal offer will normally be made by the recruiting manager, although he or she has the discretion to delegate this responsibility if felt appropriate.
- 4.6.2 Appointments will usually be made at the advertised salary scale unless directly relevant experience would justify additional increments. Advice should be sought from the HR Department if required.
- 4.6.3 Once a selection decision has been made the HR Department will produce a **written offer of employment** following receipt of a **New Employee Notification Form** (which will include salary recommendation). **Offers of employment are normally subject to two satisfactory references, evidence of entitlement to work in the UK, the candidate undertaking a standard Disclosure and Barring Service (DBS) check OR an enhanced Disclosure and Barring Service (DBS) check** and any other checks as appropriate.

4.4.5 All successful candidates will be required to:

- **References**
Provide details of two referees who are both former employers (one of which must be the candidate's current or most recent employer). Any offer of employment will be conditional on both references being satisfactory. The recruiting manager will be required to provide the relevant referee contact details on the New Employee Notification Form to be sent to the HR Department. Referees should not be contacted without the candidate's consent and the information provided should be treated as confidential by the panel members. In certain circumstances a school or personal reference is acceptable.
- **Eligibility to work in the UK (List A and B documents)**
Show the organisation their passport (which we will then copy and return to you). If they do not hold a British passport, a passport from a country within the European Economic Area (EEA) or a passport from a non-EEA country which gives them the right to work in the UK, the organisation will need to see one or more additional documents in accordance with List A and List B which describe the document(s) that can be provided as proof of entitlement to work in the UK. We require sight of the original documentation and copies are not acceptable.
- **Medical Health Screening**
Complete a medical questionnaire, which will be assessed by the organisation's occupational health provider, who will keep successful candidate details confidential whilst evaluating medical suitability for the role. They will then advise the HR Department of the impact of any health condition on the successful candidate's ability to carry out their role and inform us of any adaptations that may be required to enable the individual to meet the needs of the role.
- **Disclosure and Barring Service (DBS) check where the role requires it**
Undertake a standard Disclosure and Barring Service (DBS) check OR an enhanced Disclosure and Barring Service (DBS) check, which the organisation considers satisfactory in accordance with the Recruitment of Ex-Offenders Act and the Disclosure of Criminal Records. With regard to clinical roles the following will apply: By consenting to such a check being undertaken at the outset of their employment successful candidates are agreeing to further checks being carried out periodically. Continuous employment will be subject to the satisfactory outcomes of DBS renewal checks in accordance with the Recruitment of Ex-Offenders Act and the Disclosure of Criminal Records.

5.0 Induction and Mandatory training

- 5.1 Once the successful candidate has accepted the offer of employment and a start date has been agreed the recruiting manager is responsible for preparing a comprehensive induction programme for the new employee using the organisation's Induction Plan document.
- 5.2 Once in post new employees must undertake all required mandatory training or provide evidence of equivalent/in date training. Certain tasks will require completion of mandatory training before they are undertaken. Line managers must ensure mandatory training is completed/evidenced within an appropriate time frame and before undertaking any high risk activities

6.0 Record keeping

- 6.1 Details of unsuccessful job applications and selection decisions (including the interview notes, rationale for selection or rejection and any related notes) will be kept by the HR Department for

no longer than is necessary. In doing so, we will take into account the limitation periods for potential claims relating to the recruitment process. At the end of that period applicant data will be deleted or destroyed in line with GDPR and the Magpas Data Security and Protection Policy.

- 6.3 Personal data gathered during the recruitment process for successful applications for employment will be transferred to the individual's HR file and retained during their employment and for an appropriate period thereafter to enable us to fulfil our legal and contractual obligations.
- 6.4 It may be necessary for us to retain and utilise personal data gathered as part of the recruitment process to inform our legitimate interests in monitoring and providing assurance in relation to our recruitment processes. Where this is necessary applicants will be informed and we will endeavour to anonymise such data where possible such that individuals cannot be identified.

7.0 Review of recruitment practice

- 7.1 The charity is committed to equality, diversity and inclusion to ensure best practise is followed. Recruitment procedures and practices will be kept under review by the HR Department and the CEO so as to ensure that this policy is adhered to and that requirements or conditions which constitute, or may lead to, unlawful discrimination are excluded.