

# Recruitment Policy & Handbook



[www.itspublicknowledge.info](http://www.itspublicknowledge.info)



This page intentionally left blank



## CONTENTS

<b>Policy Statement</b> .....	<b>5</b>
Purpose .....	5
Scope .....	5
Core Principles .....	6
<b>Equal Opportunities</b> .....	<b>7</b>
<b>Roles and Responsibilities</b> .....	<b>8</b>
<b>Timescales</b> .....	<b>12</b>
Prerequisites:.....	12
Timetable .....	12
<b>Prerequisites prior to advertising</b> .....	<b>13</b>
Job Specification.....	13
Selection criteria .....	14
<b>Advertising</b> .....	<b>15</b>
Advertising media .....	15
The advertisement .....	15
<b>Application process</b> .....	<b>17</b>
Recruitment monitoring spreadsheet .....	17
Application form .....	17
Application pack.....	18
Responding to enquiries about the post .....	18
Receipt and processing of applications .....	18
<b>Selection process</b> .....	<b>20</b>
Short listing .....	20
Set interview questions and exercise.....	20
Successful applicants - Invitation to interview.....	20
Unsuccessful applicants .....	21
Preparation for interview .....	22
The interview .....	23
Selection.....	24



<b>Appointment .....</b>	<b>25</b>
FAM Checklist.....	25
<b>Induction .....</b>	<b>27</b>
<b>Records management.....</b>	<b>27</b>
Saving documents to INVU.....	27
<b>Data Protection.....</b>	<b>28</b>
<b>Equal Opportunities Monitoring Forms.....</b>	<b>28</b>
<b>Useful documents and links.....</b>	<b>29</b>
<b>Guidance on the creation of Job Descriptions and Person Specifications .....</b>	<b>31</b>
Job Description .....	31
Person Specification .....	32
<b>Document Control Sheet .....</b>	<b>34</b>



## **Policy Statement**

---

### **Purpose**

1. The Scottish Information Commissioner (the SIC) recognises that our staff are fundamental to our success and, therefore, we need to be able to attract and retain staff with the necessary skills and attributes to enable us to fulfil our organisational objectives. A strategic, professional approach to recruitment is essential to achieve this.
2. The purpose of this policy is to provide a sound framework for the recruitment of staff based on the principles outlined below. These principles also meet the requirements of the SIC's Equality Policy, the Equality Act 2010 and all other relevant employment legislation.

### **Scope**

3. This policy and the accompanying procedures cover all activities that form part of the recruitment process. It is the responsibility of the HOOM to ensure anyone involved in any aspect of the recruitment and/or induction of staff is aware of this document and follows it.



## Core Principles

### 4. We will:

- a. Ensure our recruitment policies and practices are fair and open.
- b. Seek to recruit the best candidate for the job based on merit.
- c. Support the recruitment of staff with disabilities and make reasonable adjustments to all stages of the recruitment process and as required in order for a successful candidate with a disability to undertake the post.
- d. Ensure that the recruitment of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- e. Provide appropriate training, development and support to those involved in recruitment and selection.
- f. Treat all candidates fairly, equitably and efficiently, with respect and courtesy and aim to ensure the candidates' experience is a positive one, irrespective of the outcome.
- g. Seek to apply best practice in recruitment and review and develop our practices regularly.
- h. Ensure that our recruitment process is cost effective.
- i. Treat all documentation relating to applicants confidentially in accordance with the Data Protection Policy, the SIC's information and Records Management (IRM) Policy and its retention schedule.
- j. Require any member of staff involved in the recruitment process who has a close personal relationship with an applicant to declare this as soon as possible and avoid any involvement in the recruitment and decision-making process
- k. Support newly-appointed staff through a planned and comprehensive induction plan, and support from colleagues and line manager.
- l. Ensure unsuccessful candidates receive written notification of the outcome of the selection process and are offered feedback.



## Equal Opportunities

---

5. In order to comply with the requirements of the SIC's Equality Policy, the Equality Act 2010 and all other relevant employment legislation as stated above, the following measures are in place:
  - a. When short listing, the members of the Selection Panel have no access to information about the candidates which might allow them to discriminate against any candidate on the basis of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation .
  - b. All applicants who have been asked to attend the office for interview are offered assistance if we are made aware that they have additional support needs such as a sighted guide or sign language interpreter.
  - c. The SIC asks all applicants to provide information (in confidence) on a separate anonymous Equal Opportunities Monitoring Form (EOMF) about their gender, age, race, disability and religion in order that a monitoring report can be compiled following every recruitment procedure, showing the aggregated data for all applicants and for short listed applicants. The SIC also produces a similar monitoring report for her workforce. The SMT reviews the monitoring reports to identify whether there is evidence of bias in the recruitment process. If such bias is found, the SMT will consider positive action to reduce this risk in future recruitment.
  - d. The EOMFs are not made available to the SMT or the interview panel in advance of an interview and are destroyed securely once the information has been lifted from the forms and the reports prepared.



## Roles and Responsibilities

Title	Responsibility	Action
<b>Commissioner</b>	Approval for recruitment	Formal approval for recruitment to take place following evaluation of the need for recruitment
	Selection Panel	Nominate a Selection Panel consisting of at least two members of staff or external advisers. NB: At least one member of the Selection Panel must be a member of the SMT
	Appointment	Formally appoint the successful candidate
<b>Senior Management Team (SMT)</b>	Business case for recruitment	Undertake a full evaluation of need for recruitment against strategic plans and budget Consider also if the job could be open to part-time / job share etc
	Recruitment action plan	Approve plan as developed by the Selection Panel
	Job Specification	Produce or review the Job Specification, comprising: <ul style="list-style-type: none"> <li>• Background</li> <li>• Purpose of Job</li> <li>• Responsibilities</li> <li>• Person Specification</li> <li>• *Essential Personal Characteristics / Competences</li> <li>• *Desirable Personal Characteristics / Competences</li> <li>• Location</li> <li>• Further information including contact persons for job content (HOD) and for recruitment process/T&amp;Cs (HOOM)</li> </ul>
	Grade of Vacancy	Determine the grade of the advertised post
	Job advertisement	Agree the form, style and wording of the advertisement
	Advertising media	Agree the advertising media to be used
	Terms & conditions of employment	Review and approve submissions from FAM
	Format of interview	Determine the methodology for interview e.g. questions only, written exercise, presentation etc





<b>Selection Panel (SP)</b> <b>(at least one member of which will be a member of the SMT)</b>	Recruitment action plan	Develop the recruitment action plan including timescales, for approval by SMT
	Content of application pack	Agree the content of the pack which will be sent to applicants and advise FAM/Administrators.
	Format of interview	Advise FAM of location and set-up requirements
	Set interview questions and scoring	Provide information to FAM to set up scoring sheet for use at interview When known, advise FAM which member of the SP will ask each question
	Set interview exercise if appropriate	Advise FAM of requirements e.g. materials, location
	Short listing	Review applications and short list applicants to be called for interview Notify the FAM of those short listed for interview and those not being called.
	Interviews	Interview candidates Determine if second interviews are required and notify the FAM if so
	Selection	Select/recommend to the Commissioner the best candidate for the post Notify the FAM of the decision Send letter prepared by FAM to successful candidate Send letter(s) prepared by FAM to unsuccessful candidates
	Feedback to unsuccessful candidates	SMT member of SP will provide feedback to unsuccessful short-listed candidates, ensuring equal opportunities requirements are followed.
<b>Head of Department (HOD)</b>	Induction programme (final)	On receipt of FAM's draft, ensure induction programme is comprehensive and complete
<b>Head of Operational Management (HOOM)</b>	Training	Prior to commencing the selection process, ensure those involved in the recruitment process have had equal opportunities and recruitment training
	Security Check	Carry out security vetting of successful candidate
	HR Support	Provide HR support and advice
<b>Finance &amp; Administration Manager (FAM)</b>	Recruitment and equality policies	Ensure any relevant recruitment and equalities policies and procedures are up to date and compliant with relevant legislation / regulations
	Terms & conditions of employment	Review T&Cs (formal and informal) and submit to SMT for approval



Job advertisement	Establish costs of placing adverts in the press / online job sites / job centres as directed by SMT Place the job advertisement as determined by the SMT.
Application form	Ensure form is up to date and legally compliant Complete section on <i>essential and desirable personal characteristics and competencies</i> to align with selection criteria
Application pack	Coordinate the preparation of the application pack
Evaluation criteria form; interview scoring sheet and interview materials	Prepare interview evaluation materials Prepare interview Q&A scoring sheet / schedule for Selection Panel plus any other requirements for the interviews
Invitation to interview	Contact applicants and invite them to interview
Notification to unsuccessful applicants	Write to unsuccessful applicants
Notification to successful candidate	Prepare letter to successful candidate. Prepare the job confirmation pack
Notification to unsuccessful candidate	Prepare letter to unsuccessful candidates
Pre-employment checks	Approach referees on behalf of the HOOM Establish right to work in the UK
EOMF	Collate and analyse the Equal Opportunities Monitoring Forms Destroy EOMFs securely Prepare report to SMT.
Personal Information	Ensure all personal information is handled in accordance with the Data Protection and Information & Records Management policies
Induction programme	Prepare a draft induction programme, working with the HOD to establish job specific content Send induction programme to successful candidate
Recruitment Monitoring workbook	Set up a Recruitment Monitoring workbook in INVU, restricting access to Administrators only
<b>Administrators</b>	
Application packs	Send out application packs in accordance with specification of Selection Panel
Applications packs sent	Maintain full records of packs sent out
Applications received	Maintain full records of applications received. Prepare applications for the short-listing



	meeting
Set up Enquiries inbox sub folder	Folder will hold applications received by email
Induction timetable	Enter as appropriate into relevant calendars
New employee	Set up on SIC systems with access as required for role



## Timescales

6. Assuming the following prerequisites are in place, the table below gives an indication of the *minimum* timescales required for the recruitment process.

### Prerequisites:

- a. Job Specification reviewed / prepared and approved
  - b. Job advertisement prepared and proof read
  - c. Advertising media known and notified if appropriate
  - d. Selection criteria notified to FAM
  - e. Interview dates confirmed in Selection Panels members' calendars.
7. Timescales are calculated backwards from the anticipated date on which the job will be offered (JO).

### Timetable

Stage in process	Time allowed	Time from JO
Meet and make decision re appointment	1 week	JO - 1
Interview	1 week	JO - 2
Short listing and invitation to interview letters sent out	1 week	JO - 3
Period from end of advertising period to closing date	1 week	JO - 4
Advertisement published	2 weeks	JO - 6
<b>MINIMUM TIME REQUIRED</b>	<b>6 weeks</b>	<b>6 weeks</b>

8. If second interviews are required, extend timescales by the anticipated time it will take to organise and hold those interviews.



## Prerequisites prior to advertising

### Job Specification

9. Document held as an INVU template
10. The job specification should cover the main purpose of the post, the main tasks and responsibilities involved and the person specification.
11. Care must be taken to ensure that the Job Specification is free from any indications of unlawful discrimination. See the guidance at Appendix 1 for further information. If in doubt, refer to the HOOM.
12. Save the draft Word version to INVU in accordance with the guidance in the records management section below. Once finalised, create .pdf document and save this as the latest version of the document in INVU.

Consider the following:	Suggested detail
Vacancy	Job title
Hours	Full time / part time / job share
Salary	Full and pro rata salary if appropriate
Reports to	Line management
Background	Information regarding the organisation and team
Purpose of Job	Specific to this particular post
Responsibilities	The main duties of the role including details of any line management responsibility. Include <i>“The above list of duties is not exhaustive and is subject to change. The post holder may be required to undertake others duties within the scope and grading of the post.”</i>
Person Specification	Describe experience required for the post. List the essential and desirable personal characteristics and competences. These will be derived from the responsibilities and experience text. The essential and desirable personal characteristics and competences will form the selection criteria
Discrimination	Ensure all requirements can be objectively justified and do not discriminate either directly or indirectly against anyone.



Location of the post	St Andrews
Pre-employment checks	List and give details re: <ul style="list-style-type: none"><li>• Identity</li><li>• Nationality and immigration status</li><li>• Employment history (past 3 years)</li><li>• Security vetting</li></ul>
Closing date and time for applications	Normally a Monday midday (this allows applicants the weekend before to prepare, and allows OMT time to process applications on the Monday afternoon, if preferred)
Anticipated interview dates	
Staff contact details	For enquiries and further information

### Selection criteria

13. Selection criteria consist of all essential and desirable characteristics against which an applicant will be short listed.
14. Create a new document from the INVU template RECRUITMENT - Criteria checklist and save to INVU in accordance with the guidance in the records management section below:
15. The FAM will populate the INVU template, completing the essential and desirable characteristics, lifting these directly from the job description, person specification and competencies document (see above).
16. There should be nothing on the criteria checklist which is not detailed on the job specification document being sent out to potential applicants.
17. Selection Panel to review and approve document.
18. Once all applications are received, print out the selection criteria form(s) and distribute to the Selection Panel to use for short listing. NB If there are more than 10 applicants, simply change the column headers from 11-20, 21-30 etc.



## Advertising

---

### Advertising media

19. All vacancies will be advertised on the basis of fair competition.
20. Generally, posts will be advertised externally but there may be operational reasons why the SMT decides it appropriate to first advertise a post internally. These reasons could include, for example, to support staff development and progression, where the appointment is temporary (e.g. maternity cover), or where new organisational structures and procedures are piloted with a view to informing potential permanent changes. If no suitable internal candidate is appointed, the post will be advertised externally.
21. Irrespective of how and where a post is advertised, absent staff (e.g. illness, maternity, career break etc.) will be informed to give them the opportunity to apply.

### *Vacancies advertised externally*

22. The FAM will establish costs of advertising in the preferred media and inform the SMT, who will make the final decision as to where vacancy advertisements will be placed.
23. Following production of the advertisement in house (see below), the FAM will arrange for placement / publication including the necessary layout, style and proofing.
24. A proposed proof of the advertisement should be supplied to the FAM by the chosen publications / websites prior to publication.
25. Any vacancy advertised externally will be published on the SIC's website as a matter of course and the FAM will ensure it is uploaded on the same day that the advertisement appears in other agreed media. Ensure there is a link on the homepage to the advertisement.

### The advertisement

26. The SMT will agree the form, style and wording of the advertisement.
27. Copies of previous advertisements are held in INVU.
28. The advertisement should be VI compliant.
29. The advertisement should be created as a Word document and saved to INVU in accordance with the guidance in the records management section below.
30. The same text should be used for all media, including the SIC website.



31. Include:

- Job title, Hours of work
- Salary
- Key duties and responsibilities
- Skills, qualifications and experience required
- Statement that the organisation is an equal opportunities employer
- Applications on standard application form only
- State that candidates will be asked to complete an EOMF
- Closing date and time for receipt of applications
- Proposed interview timescales or specific dates

32. Adverts placed in external media should direct applicants to the recruitment pages on the SIC's website where an application pack will be available to download, or to contact the FAM to be sent an application pack by post.





## Application process

---

### Recruitment monitoring spreadsheet

33. Administrators will set up a workbook from the INVU template to record and monitor the entire process.
34. Save the document to INVU in accordance with the guidance in the records management section below.
35. This restricts access to the OMT only.
36. The various tabs should be completed at the appropriate stage in the applications/recruitment process. Column headings on each tab indicate the information required.

### Application form

37. The application form is held as an INVU template.
38. FAM will ensure this is current and will complete the closing time, day and date details and the section on *essential and desirable personal characteristics and competencies* to align with selection criteria
39. Save to INVU in accordance with the guidance in the records management section below.



## Application pack

40.	<b>The Application Pack should contain</b>
	Job Specification
	Application form, including the declaration of criminal convictions and references page
	EOMF (incorporated as a separate page of application form)
	Summary of terms and conditions of employment
	Additional information as appropriate

## Responding to enquiries about the post

41. Enquiries should be directed as follows:
- information regarding the job content and requirements: the HOD
  - information regarding the recruitment process and terms & conditions: the HOOM
42. No informal discussions will be entered into regarding the suitability of the enquirer for the post.

## Receipt and processing of applications

43. Applications must be processed in accordance with the Data Protection Policy.
44. Applications will be accepted by email (into the Enquiries inbox), post or delivery by hand. In exceptional circumstances a faxed copy may be accepted on the proviso that the hard copy is received **the following day** (i.e. sent by special delivery).
45. The administrators handle all job applications at this stage.
46. Administration checklist

<b>Applications process checklist – Administrators</b>	
<b>1. On receipt of the application:</b>	
In the case of an applications received by email, they should be moved on receipt to the special Enquiries subfolder created for this purpose. The entire form should be printed out and then dealt with in the same way as applications received in the post or by hand as follows:	
Separate the EOMF from the rest of the form and hold securely in an envelope until the closing date. Pass to the FAM	



Enter applicant details on to the Recruitment Monitoring Spreadsheet on the 'Applicants' tab, allocating each application a unique reference number	
Enter that reference number on to the application form on <ul style="list-style-type: none"><li>• the front 'personal' page</li><li>• the second 'skills/competences' page</li><li>• the final 'declaration' page</li></ul>	
Remove the front 'personal' page and the final 'declaration page'	
Copy the remaining pages for each member of the Selection Panel and retain until after the closing date	
Put the original application form back together and hold securely and separately from the copies	

<b>2. After the closing date - preparation for the Selection Panel:</b>	
Using the INVU template, print out and prepare a criteria checklist form for each member of the Selection Panel ensuring there are sufficient columns to analyse every application	
Using INVU template RECRUITMENT - Applicant assessment form, print out and prepare forms for the Selection Panel: <ul style="list-style-type: none"><li>• complete the job title,</li><li>• type in a Panel member's name</li><li>• print out as many forms as there are applicants</li><li>• repeat the exercise for each Panel member</li><li>• write the applicant reference number on each sheet</li></ul>	
Distribute the above, plus a copy of the application form to each member of the Selection Panel	

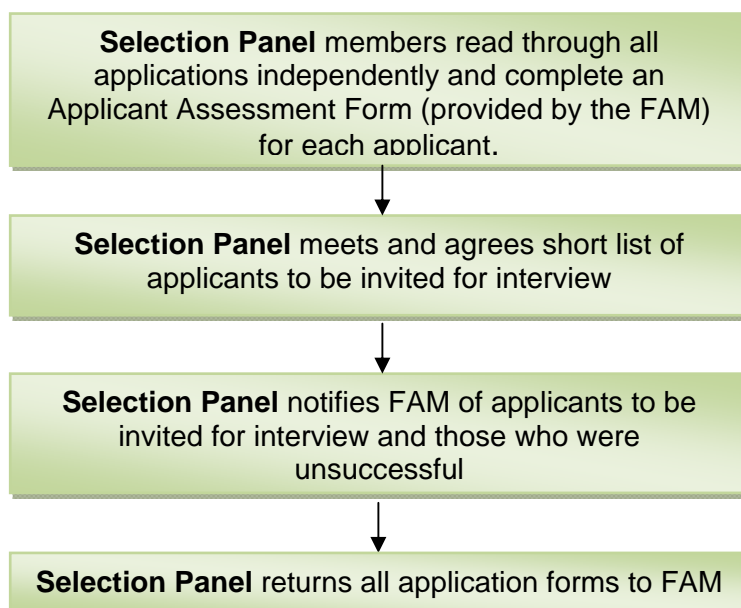


## Selection process

---

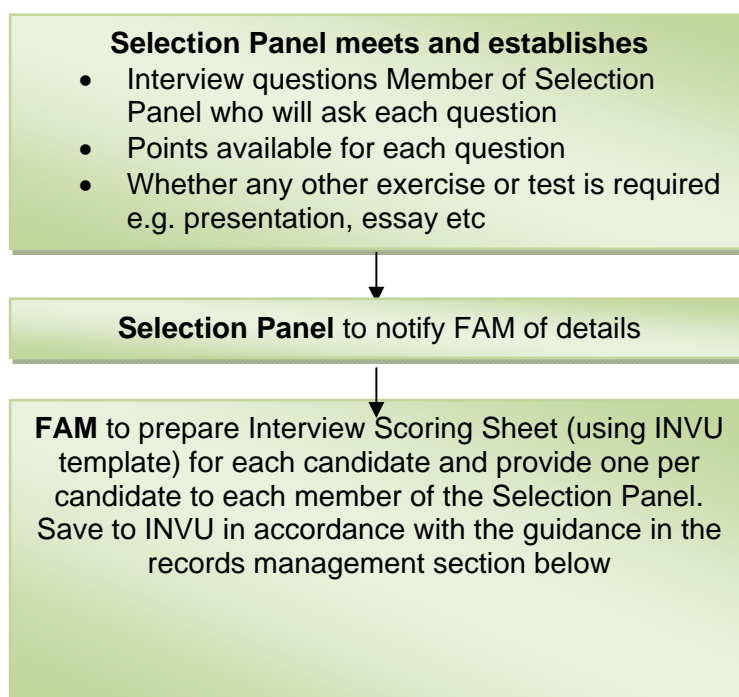
### Short listing

47.



### Set interview questions and exercise

48.





## Successful applicants - Invitation to interview

49.

FAM	ADMINISTRATORS
<p>Prepare invitation to interview letters to include:  date and time of interview  details of the format the interview will take  e.g. presentation / assessment exercise / formal interview</p> <p>request to bring evidence of qualifications to interview</p> <p>request to provide evidence of right to work in the UK - include copy of the document at INV9206</p> <p>request to inform Administrators as soon as possible of any additional support needs e.g. sign language interpreter, hearing induction loop</p>	<p>Send invitation to interview pack to include:  letter as prepared by FAM  location map of the office available here:</p> <p><a href="http://www.itspublicknowledge.info/ContactSIC/howToFindUs.aspx#">http://www.itspublicknowledge.info/ContactSIC/howToFindUs.aspx#</a></p> <p>any other information relevant to the post / interview e.g. details of pre-interview exercise</p>
	Update Recruitment Monitoring Spreadsheet with details of those invited to interview
	Update Recruitment Monitoring Spreadsheet with details of interview dates and times
	Update Selection Panel calendars with proposed interview for each candidate

## Unsuccessful applicants

50. NB We will not offer feedback to unsuccessful applicants<sup>1</sup>.

FAM	ADMINISTRATORS
Prepare letters to unsuccessful applicants	Print letters and send to unsuccessful applicants
	Update Recruitment Monitoring Spreadsheet with details of unsuccessful applicants

<sup>1</sup> Unsuccessful candidates will be offered feedback



## Preparation for interview

### 51. Administration checklist

Task	Requirements
<b>Packs for Selection Panel:</b>	Interview timetable Application forms (use the ones previously photocopied, add the front and back sheets Interview Scoring Sheet which incorporates the interview questions - from INVU
<b>Preparation of interview room:</b>	Set up table to required format
	Set up screen / projector / laptop as required
	Organise working lunch for Selection Panel if required
<b>Preparation of test room (as required):</b>	Laptop
	Exercise details
	Stationery
	Copy of FOISA, explanatory notes and EIRs
<b>On the day of interview:</b>	Jugs of water and glasses for Selection Panel & candidates
	Meet and greet candidates
	Request evidence of qualifications, check against those declared on the application form NB Also check the name on the certificates is the same!
	Request sight of document evidencing right to work in the UK. No photocopy required except for successful candidate once offer of employment has been accepted.
	Return documentation to candidate
	Seat candidate in waiting area
	Inform Selection Panel candidate has arrived
<b>In the case of an interview exercise</b>	Ensure everything necessary for the exercise is available for each candidate
	Ensure there is a clean memory stick available
	Ensure test room is clear of previous candidate's work, including deleting any saved documents from <i>both the laptop and the recycle bin.</i>
	Take candidate through to test room
	Provide exercise details to candidates, explain how and where to save the document
	Leave the candidate for the set time of the exercise



Administrator to time the test and go through and notify candidate once allotted time has passed and ensure **the candidate's name is on the document** and the work is saved to a memory stick.

Take candidate to waiting area and inform Selection Panel

Save candidate's work to memory stick for printing.

Print out sufficient copies of the exercise to give to Selection Panel. **Ensure the candidate's name is on the document**

Delete work from *both laptop desktop and from recycle bin.*

### The interview

52. All candidates should be asked the same questions and their answers scored consistently.
53. The Interview Scoring Sheet provided for each candidate should be used to record notes of their answers and Selection Panel impressions.
54. Avoid asking questions concerning the candidate's personal life unless directly relevant to the requirements of the job.



## Selection

55.

<b>Selection Panel</b>	
	Meets to compare scoring and determine the preferred candidate
	Notifies the Commissioner
	All Panel members pass to the FAM all documentation used during the selection process

<b>Commissioner</b>	
	Authorises the Chair of the Selection Panel to make a conditional offer of employment

<b>Commissioner /Chair of the Selection Panel</b>	
	Telephones the preferred candidate to make conditional offer of employment and obtain verbal acceptance
	Confirms verbal acceptance to FAM, HOOM and Selection Panel

<b>FAM</b>	
	Writes to unsuccessful candidates using INVU template: RECRUITMENT - Unsuccessful after interview
	Administers the appointment procedure as set out below.





## Appointment

### FAM Checklist

56.

Task	Requirements
<b>Conditional offer letter:</b>	Use INVU template: RECRUITMENT - Conditional offer letter
	Amend and complete as applicable
	Save to INVU in accordance with the guidance in the records management section below <b>Restrict access to Management and FAM</b> This letter will be moved to the new employee's HR Admin interest in INVU once set up in INVU
	Send to candidate
<b>On receipt of signed acceptance:</b>	Ensure candidate has given permission to approach referees Request references on behalf of SIC/HOOM via email or letter
	Ensure HOOM undertakes security vetting with SPCB
<b>On receipt of satisfactory references and security vetting send the following to the new employee:</b>	<b>Formal offer letter</b>
	Use INVU template RECRUITMENT - Formal offer letter
	Amend and complete as applicable
	Save to INVU in accordance with the guidance in the records management section below <b>Restrict access to Management and FAM</b> This letter will be moved to the new employee's HR Admin interest in INVU once set up in INVU
	<b>Terms &amp; conditions of employment</b>
	Use INVU template NEW START - Main terms and conditions of employment
Amend and complete as applicable	
Save to INVU in accordance with the guidance in the records management section below <b>Restrict access to Management and FAM</b> This document will be moved to the new	



	employee's HR Admin interest in INVU once set up in INVU
	<b>Payroll set-up form</b> Use INVU template and print out: NEW START - payroll set-up form
	<b>Pensions questionnaire</b> Use INVU template and print out: NEW START - pensions questionnaire (questionnaire tab)
	<b>Staff contact details form</b> Use INVU template and print out: NEW START - staff contact details form
	<b>EOMF</b> - not anonymised
<b>Ensure new employee is set up on relevant systems and included in necessary documents etc</b>	Print out a copy of INVU template: NEW START - Checklist Ensure all who have actions on the checklist are aware of their roles and responsibilities.



## Induction

57. The FAM will draft a personalised induction manual for the new start, including dates and names of who will deliver each session.
58. The induction programme will comprise core training common to all posts, and role specific training. The FAM will liaise with the HOD to establish the role specific training requirements.
59. Draft to be reviewed and approved by the HOD for whom the new employee will be working.
60. The HOD will notify all staff involved in the induction programme.
61. Administrators will populate calendars for all staff involved in the various induction sessions.
62. Final version of Induction manual to be sent out to new employee prior to start date.

## Records management

### Saving documents to INVU

63. Guide to saving documents in INVU:

Document	Interest	Sub folder	Subject	Document type
Job specification	Human Resources	Recruitment	Recruitment - preparation	Job description - everyone
Application form	Human Resources	Recruitment	Recruitment - preparation	Form - all
Advertisement	Human Resources	Recruitment	Recruitment - preparation	Correspondence (outgoing) - all
Recruitment monitoring spreadsheet	Human Resources	Recruitment	Recruitment - preparation	Applicant spreadsheet - Operational Management Team
Selection criteria	Human Resources	Recruitment	Recruitment - appointment	List - all
Interview scoring sheet	Human Resources	Recruitment	Recruitment - appointment	List - all
Conditional / formal offer letters <b>NB restrict access to Management and FAM</b>	Human Resources	Recruitment	Recruitment - appointment	Correspondence (outgoing) - all



Terms & conditions of employment	Human Resources	Recruitment	Recruitment - appointment	Background information
----------------------------------	-----------------	-------------	---------------------------	------------------------

64. The File Plan and Retention Schedule details when recruitment records should be destroyed. However, if there has been a claim made to the Employment Tribunal, the claimant's records should be retained until the claim has been dealt with, if longer than six months.

## Data Protection

---

65. Personal data will be held, used and destroyed in line with the SIC's Data Protection and Information Records Management policies and the SIC's retention schedule.
66. Should the SIC wish to keep any unsuccessful applicant's or candidate's details on file for future vacancies, the FAM will write and notify that person of the SIC's intention, setting out the length of time the details will be held, and obtain their written consent to do so.

## Equal Opportunities Monitoring Forms

---

67. The FAM will analyse the anonymous EOMFs, compare with the SIC's workforce and report findings to the SMT.
68. Once the SMT has noted the report, the EOMFs will be destroyed securely.



## Useful documents and links

69.

Type of document	Document / subject	INVU reference / link
<b>INVU templates</b>	Job information	Recruitment
	Job specification, person specification and competencies	Recruitment
	Application form	Recruitment
	Monitoring spreadsheet	Recruitment
	Criteria checklist	Recruitment
	Applicant assessment form	Recruitment
	Unsuccessful applicant letter	Recruitment
	Interview scoring sheet	Recruitment
	Unsuccessful after interview letter	Recruitment
	Conditional offer letter	Recruitment
	Summary terms and conditions	Recruitment
	Formal offer letter	Recruitment
	Reference request letter	Recruitment
	Main terms and conditions of employment	New Start
<b>Internal policies</b>	Equality Policy	INV30083
	References Policy	INV35652
	Data Protection Policy	INV45232
	Information & Records Management Policy	INV42822
	Employee handbook	INV
<b>Websites</b>	Right to work in the UK requirements	<a href="https://www.gov.uk/check-an-employees-right-to-work-documents">https://www.gov.uk/check-an-employees-right-to-work-documents</a> OR <a href="http://www.ukba.homeoffice.gov.uk/sitecontent/documents/employersandsponsors/preventingillegalworking/currentguidanceandcodes/summary-guidance.pdf?view=Binary">http://www.ukba.homeoffice.gov.uk/sitecontent/documents/employersandsponsors/preventingillegalworking/currentguidanceandcodes/summary-guidance.pdf?view=Binary</a>



	Civil Service Pensions - general	<a href="http://www.civilservice.gov.uk/pensions">http://www.civilservice.gov.uk/pensions</a>
	Civil Service Pensions - Employer Pension Guide How to administer pensions as an employer	<a href="http://www.civilservice.gov.uk/pensions/guidance-for-employers/employers-pension-guide">http://www.civilservice.gov.uk/pensions/guidance-for-employers/employers-pension-guide</a>
	Civil Service Pensions - Employer Pension Notices (changes to policy or procedure which affect the employer role)	<a href="http://www.civilservice.gov.uk/pensions/guidance-for-employers/employer-pension-notice">http://www.civilservice.gov.uk/pensions/guidance-for-employers/employer-pension-notice</a>



## **Appendix I**

### **Guidance on the creation of Job Descriptions and Person Specifications**

---

70. The Equality and Human Rights Commission has produced a code on the creation of job descriptions and person specifications and this code should be followed in order to ensure that the advertising and recruitment process is free from any indications of unlawful discrimination. These guidelines incorporate the main aspects of the EHRC code.
71. The job description and person specification should be produced before the vacancy is advertised in order to demonstrate an objective approach and a definite idea of the skills and experience that are required for the job. In addition, job descriptions and person specifications should be reviewed by the recruiting company before each recruitment exercise in order to ensure that they are accurate and up to date.

#### **Job Description**

72. In order to avoid claims of unlawful discrimination, the job description should be concise and should be written in plain language that is easily understandable. A job description should contain the following information:
  - a. Title and the aim of the job. Job titles should not show a predetermined bias for the recruitment of those with a particular characteristic (for example, "matron" may suggest it has been predetermined to recruit a woman, and "office junior" may suggest an intention to recruit a young person).
  - b. Specific duties and responsibilities of the post. There should be details of the duties and tasks that the successful candidate would be expected to carry out over a certain period of time. This should be enough to give the applicants a clear picture of what the job entails. There should be sufficient information to enable an applicant to make an informed decision about whether to apply. Employers should be able to justify each duty or task as being necessary. It is good practice to ensure that the job description of the previous incumbent is not just reproduced without proper review.
  - c. Details of whether the job can be performed under a range of flexible working options. This will avoid discouraging those who may require such arrangements from applying.
  - d. No unnecessary requirements, criteria or conditions. For example, employers should not ask for a degree where a vocational qualification would suffice or a driving licence where the job involves limited travel.



## Person Specification

73. The person specification should describe the skills, knowledge, abilities, qualifications, experience and qualities that are considered necessary or desirable in a candidate, in order to perform all the duties in the job description satisfactorily.
74. To ensure that it does not include requirements, criteria or conditions that might unlawfully discriminate against persons who have any of the protected characteristics, employers need to make sure that a person specification:
  - a. Avoids references to a protected characteristic (unless, as with job descriptions, there is an occupational requirement to do so). For example asking for a certain number of years' experience could amount to indirect age discrimination unless this provision can be objectively justified.
  - b. Includes only the criteria needed to perform the duties in the job description satisfactorily. For example a requirement that a candidate must be "active and energetic" when the job is sedentary is irrelevant and potentially discriminatory against disabled persons.
  - c. Ranks criteria in order of importance. Essential and minor requirements should be clearly distinguished as minor requirements are difficult to justify and may be a source of discrimination. Separating essential and minor tasks will help an employer think about what aspects of the job could be reassigned to another person if that was a reasonable adjustment to accommodate a person with a disability.
  - d. Does not overstate the requirements. For example requiring "excellent knowledge of English" when "good understanding" is more appropriate may overstate the requirement and lead to indirect discrimination against people from particular racial groups.
  - e. Focuses on the outcome that needs to be achieved, not how a task should be done. For example stating that a person must be "willing to travel" where a job requires travel is better than stating that a person "must have a driving licence". The former will not exclude people who cannot drive as the result of a disability.
  - f. As far as possible, uses criteria that can be tested objectively. For example, attributes such as "leadership" need to be objectively defined in terms of measurable skill and the qualities that contribute to it.
  - g. Clarifies that foreign qualifications of an equivalent standard to UK qualifications are acceptable. There are not blanket requirements or exclusions relating to health or disability and qualifications should only be requested where there is an occupational requirement.





- h. Avoids unnecessarily stating that a medical or health-related characteristic is essential or desirable. If it is either not necessary for the role or reasonable adjustments could be made where a disabled person is otherwise unable to comply with the requirement, such statements should be omitted.



## Document Control Sheet

Document Information	
Full name of current version: Class, Title, Version No, INVU version no and status. <i>E.g. C1MOU Between the SIC and the ICv01.25</i>	C5 Recruitment Policy and Handbook v01.02
INVU No.	INV45702
Type	Policy/procedure
Approval	
Approver ( <i>SMT, HOE, HOOM, HOPI</i> )	SMT
Approval Date	10/03/14
For publication (Y/N)	Y
Review	
Responsible Manager ( <i>SIC, HOE, HOOM, HOPI</i> )	HOOM
Date last major review	March 2014
Date of last minor review	N/A
Date of next regular review	March 2017
Publication	
Date published	14/03/2014
Date guide to information updated	14/03/2014
Action by ( <i>initials</i> )	KB

Summary of changes to document				
Date	Action by <i>(initials)</i>	Version updated <i>(e.g. v01.25-36)</i>	New version number <i>(e.g. v01.27, or 02.03)</i>	Brief description <i>(e.g. updated paras 1-8, updated HOPI to HOOM, reviewed whole section on PI test, whole document updated, corrected typos, reformatted to new branding)</i>
14/03/14	JAW		01.01	Creation of new document following approval.
14/03/14	JAW	01.01	01.02	DCS updated with publication details