

Recruitment & Selection Policy

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Introduction

Enterprise Cheshire and Warrington (ECW's) Recruitment and Selection Policy flows from our overall objectives and management plans. It also takes account of external influences, trends, and foreseeable change for the organisation. It complies with all relevant legislation and codes of practice.

The policy aims to provide clear guidance to managers in relation to both the selection and appointment of staff & promotes/supports good practice for those with responsibility for recruitment.

The selection of people for appointment shall be on merit, based on fair and open competition. The following three elements will be met:

Merit means the appointment of the best available person judged against the essential criteria for the role. No one should be appointed to a job unless they are competent to do it and the job must be offered to the person who would do it best.

Fair means there must be no bias in the assessment of candidates. Selection processes must be objective, impartial and applied consistently.

Open means that job opportunities must be advertised publicly. Potential candidates must be given reasonable access to information about the job and its requirements, and about the selection process. In open competitions anyone who wishes must be allowed to apply.

Principles

ECW adhere to a set of principles for recruitment and selection which will ensure fair and open competition and selection on merit. They are:

- a) Prospective applicants for employment will be given equal and reasonable access to adequate information about the job and its requirements, and about the selection process.
 - This principle is intended to create a fair and open field of competition at the start of the selection process and sustaining it through to the final decision.
 - Any advertisements and supporting literature will together say what the job involves, give details of the location and salary, and include a description of the qualifications, skills, experience and personal qualities needed. It will also outline the selection process.
 - Reasonable time will be allowed for applications to be completed after advertisement. The list will not be closed early simply because of the volume of applications.
- b) Applicants will be considered equally on merit at each stage of the selection process.
 - The information provided by candidates on the personal details and diversity monitoring forms will be removed from the application and will not be seen by those carrying out the sift or interviews as this information is not required for selection purposes.
 - As a Disability Confident employer, we guarantee to interview all disabled applicants who meet the minimum criteria for the vacancy.
- c) Selection will be based on relevant criteria applied consistently to all candidates.

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- The purpose of setting criteria is to allow differentiation on a consistent and objective basis between candidates at each stage of the selection process. The criteria will be clearly relevant to the job. For example, the job specification will not include higher qualifications than are needed to do the job.
 - Selection criteria will be established at the outset and used consistently at each stage of the process. It is important they reflect the personal specification for the post provided for candidates.
- d) Selection techniques will be objective, reliable and subject to regular monitoring in order to guard against prejudice, discrimination and bias.
- Selection at all stages will be demonstrably fair and objective and unaffected by gender, race, disability and other protected characteristics under the Equality Act 2010.
 - Short listing and all selection decisions will be conducted by at least two people to safeguard against individual bias, who will be either ECW or Marketing Cheshire employees.
 - The choice of techniques at each stage of selection will be made by reference to the needs and requirements of the role. Sifting techniques, tests and exercises will be reputable, valid and good indicators of future performance. Those administering them will be trained as will all staff involved in the assessment process.
- e) Vacancies will be advertised publicly, and selection carried out on merit on the basis of fair and open competition. All recruitment is managed through the HR Manager.
- Roles are advertised in relevant and agreed locations (e.g. agency, website, press) for a minimum period of 2 weeks as well via our social media channels.
 - Any recruitment not on merit on the basis of fair and open competition will be for a time-limited period of no more than two years (extendable only in exceptional circumstances).

Equality of opportunity will apply throughout the recruitment and selection process in line with the ECW's Equality, Diversity & Inclusion Policy.

Monitoring

For equality and diversity purposes, recruitment statistics will be monitored on a regular basis by gender, ethnicity, disability, age and by job type. This information is available to for review by the Senior Leadership Team, to allow any positive action to be identified & implemented consequently.

Documentation

At all stages of the recruitment process, it is the responsibility of the Chair of the panel to ensure that notes are kept detailing the reasons for selection or rejection of candidates. These notes could be called upon as evidence of the fairness of the process, either through an internal assessment or to support an external investigation. The notes should therefore be relevant to, and necessary for the process itself. It should be noted that applicants would normally be entitled to have access to interview notes about them (please note that applications are retained for 1 year only) as part of the record of the interview. All records must be handed to HR by the Chair of the panel.

Feedback

All applicants may receive formal written communication informing them of the status of their application upon request. Feedback will be provided by the Chair of the panel, via HR, at the request of any applicant at any stage of the recruitment process.

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Observation

To ensure ECW's compliance with both the Recruitment and Selection and Equality, Diversity & Inclusion Policy, an observer may be present at any part of the process from short listing through to selection. Observation may be undertaken by an external third party or the HR Manager. In addition, an observer representing the interests of Equality and Diversity may also be present. Observers do not actively participate in any stage of the proceedings and do not have voting rights on candidate selection.

Advice on Recruitment and Selection Issues

Responsibility for ensuring that recruitment and selection is conducted in accordance with this policy rests with the recruiting manager. Queries should be addressed to the HR Manager in relation to advice or guidance.

Recruitment Requests

All requests for recruitment (both temporary and permanent) should be made by completing the Recruitment Authorisation Request form. Completed requests should be sent to the HR Manager accompanied by a Job Description & Person Specification. These will be considered by the Chief Executive and Senior Leadership Team before approval to recruit is given.

Relocation

Relocation assistance may be considered for certain posts, to assist individuals to move to within a commutable distance. This will generally be for more senior posts and particularly where there is a difficulty in recruiting suitable candidates from the local area. Where relocation is to be offered then reference will be made in the recruitment literature.

Complaints

All candidates have a right of complaint. An independent manager will be appointed to investigate the complaint.

Recruitment records will be kept for 2 years, as detailed in our Records Management & Retention Policy. This will ensure that there is sufficient information to conduct an investigation if an applicant submits a complaint.

Confidentiality

All application details are treated with the utmost confidentiality and in accordance with the principles of the Data Protection Act 2018. It is the responsibility of the Chair of the interview panel to ensure that suitable arrangements are made for confidentiality to be maintained throughout the interview process.

Data Protection

All personal information relating to the Recruitment and Selection Policy will be handled in accordance with the organisations GDPR & Privacy Policies. All applicants will be provided with a copy of the organisations [Data Protection Privacy Notice \(Recruitment\)](#).

Procedures & Templates

This policy should be read in conjunction with the [Procedure for Staff Recruitment](#).