

GEM Partnership Ltd
Staff Recruitment and Selection Policy

1. Introduction

- 1.1 GEM Partnership recognises that their staff are fundamental to its success. GEM Partnership therefore needs to be able to attract and retain staff of the highest calibre and a strategic, professional approach to recruitment is essential to do this.
- 1.2 The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below, which also meet the requirements of GEM Partnership, the Equality Act 2010 and all other relevant employment legislation.
- 1.3 This policy and procedure covers all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment except casual staff. In order for the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and follows it. Ultimately it is the responsibility of the Senior Management Team in GEM Partnership, to ensure that this is the case.

2. Core Principles

- 2.1 GEM will provide appropriate training, development and support to those involved in recruitment and selection activities in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy him or herself that he/she is appropriately trained and can comply with the requirements of this policy and procedure. As a minimum requirement any member of staff who takes part in any recruitment activity must first have completed Equality and Diversity training.
- 2.2 GEM Partnership will seek to recruit the best candidate for the job based on merit. The recruitment and selection process should ensure the identification of the person best suited to the job and GEM Partnership.
- 2.3 GEM Partnership will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- 2.4 GEM Partnership will ensure applicants with a disability will not be excluded unless it is clear that the candidate is unable to perform a duty that is intrinsic to the role, having taken into account reasonable adjustments. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of a disability.
- 2.5 GEM Partnership will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- 2.6 GEM Partnership will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.
- 2.7 GEM Partnership will ensure that its recruitment and selection process is cost effective.
- 2.8 If a member of staff involved in the recruitment process has a close personal or familiar 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.
- 2.9 GEM Partnership processes personal data collected during the recruitment process in accordance with GEM's Data Protection Policy. In particular, data collected as part of the recruitment process is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment process effectively to decide to whom to offer the job. Inappropriate access or disclosure of job applicant data constitutes a data breach and should be reported in accordance with the GEM's Data Protection Policy and GEM's Data Breach Policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the GEM's Disciplinary and Grievance Policy.

3. Preparation Stage

- 3.1 The recruitment and selection process should not commence until a full evaluation of the need for the role against the area's strategic plans and budget has been completed.
- 3.2 The recruitment of staff will take into account GEM Partnership's need for new ideas and approaches and additionally should support GEM Partnership's commitment to ensuring a diverse workforce by

proactively seeking to attract groups that are under-represented in GEM Partnership's profile to maximise its ability to meet diverse client requirements.

- 3.3 Recruitment should form an integral part of the staffing strategy for the area and should take account of the need for any 'positive action' initiatives in process. 'Positive Action' is lawful under the Equality Act 2010 and refers to the steps that an employer can take to encourage applicants from people who share a protected characteristic (e.g. a certain gender or race) who under-represented in a particular area of the workforce.
- 3.4 All new or changed posts must be formally role reviewed and graded before they are advertised in order to help ensure equal pay for work of equal value. Formal authorisation from the Senior Management Team to recruit to a post should be sought before commencing the recruitment process.
- 3.5 If a manager believes that there may be potential difficulties in recruiting to a post they should contact the Senior Management Team for advice and guidance on comparative market rates and options for appropriate action.

4. Job Description & Person Specification

- 4.1 A job description and person specification must be produced or updated for any vacant post that is to be filled. The job description should accurately reflect the elements of the post.
- 4.2 The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.
- 4.3 As a minimum all positions will normally be advertised within GEM Partnership. This will help maximise equality of opportunity and provide staff with opportunities for career development, thus maintaining the skills and expertise of existing staff. In exceptional circumstances the Senior Management Team may waive the need to advertise. This is likely to include the following circumstances: positions requiring specialised expertise where the Recruiting Manager can demonstrate that a comprehensive search has been conducted and the nominated individual is the most suitable person for the position; where the Recruiting Manager can verify that the work is required for a specific purpose of no greater than six months duration.
- 4.4 However, in the circumstances outlined above, if the successful candidate is likely to require sponsorship through the points based immigration system to apply for permissions to work in the UK, the post must be advertised in line with the guidance on Permission to Work in the UK.
- 4.5 In certain circumstances it may be more effective to use a recruitment agency. This should be discussed and agreed with the Senior Management Team. This will, however, not eliminate the need to advertise the position internally and any external agencies or consultants who assist in the process must act in accordance with this policy and with respect to our equal opportunities requirements.
- 4.6 Applicants should be provided with sufficient information to make an informed decision regarding their suitability for the role. These will be provided to applicants via GEM Partnership website or upon enquiry to the Senior Management Team
- 4.7 Applicants are asked to provide equal opportunities details when making their application to enable a robust means of monitoring the success of recruitment in relation to our diversity aims. This information is separate from the job application and applicants are free to indicate that they do not want to provide these details.
- 4.8 GEM Partnership has a legal obligation to comply fully with the provisions of the Rehabilitation of Offenders Act.
- 4.9 All adverts must be placed through the Senior Management Team, except where alternative arrangements have been formally agreed in advance with the Senior Management Team.
- 4.10 All advertised vacancies will be placed on GEM Partnership's website; teaching vacancies, plus certain technical/ specialist roles support roles, may also be advertised externally and through the Governments 'Find a Job' service. All advertising must be cost-effective and agreed in advance with the Senior Manager.

5. Selection of Candidates

- 5.1 Short listing must be carried out by a minimum of 2 people to avoid any possibility of bias, one of whom would normally be from the Senior Management Team.
- 5.2 Shortlisted candidates should be provided with details of the selection process, including any tests, in writing giving as much prior notice as possible and a minimum of 5 working days 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.
- 5.3 All candidates (internal and external) should be assessed objectively against the selection criteria set out in the Person Specification, and only candidates who meet all the essential criteria should be short-listed. Assumptions about the qualities of internal candidates should not be made.

6. Selection & Interview

- 6.1 All redeployment candidates who meet the essential criteria for the post (as set out in the Person Specification) will be offered an interview. Interview should normally be carried out by a minimum of two people, one of whom should be from the Senior Management Team.
- 6.2 Selection is a two-way process: candidates are assessing the role and GEM Partnership.
- 6.3 Those involved in recruitment should consider how best to convey a positive image. It is recommended that a range of selection methods, that are suitable for assessing both the essential and desirable criteria in the person specification are established as this will enhance objective decision making which is difficult through interview alone.
- 6.4 Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification.
- 6.5 When carrying out interviews face to face or via online video conferencing ie, Teams, Zoom or Ordo, notes recording the salient points of the interview should be taken, ideally by the interviewers, so that they can refer back to these when assessing candidates against the person specification and making decisions. Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be passed back to the Senior Manager following the selection process and will be kept for a minimum of 6 months following the selection process.
- 6.6 In situations where there is more than one candidate who is suitable for appointment, but one or more of the candidates requires GEM Partnership to sponsor them under the points based immigration system to obtain the right to work in the UK, in accordance with immigration rules the panel should give preference to any of the candidates who do hold a continuing right to work in the UK. GEM Partnership will ensure that it complies with all current immigration rules by reviewing its recruitment processes and management guidance as and when changes occur.
- 6.7 In the event that a candidate requests feedback about their performance in the selection process this should be arranged by the Senior Management Team, although they may delegate this to another member of staff where appropriate.
- 6.8 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.
- 6.9 Where there is an international candidate and a candidate from the UK who are equal after the selection process is complete and both meet the requirements of the role, then the candidate from the UK must take precedence, and be offered the role. This reflects the statutory employment requirements.
- 6.10 If in the event a safeguarding issue arises as part of the selection and interview process as outlined in GEM Partnerships Safeguarding Children and Vulnerable Adults Policy, advice must be sought from the Safeguarding Lead – Julie Hunter before the candidates' application can progress any further.

7. Referees

- 7.1 Information sought from referees should be structured around the requirements of the job and the job description should be provided. It should be noted that many organisations have a policy

of not providing personal references and therefore references provided may only confirm details of current appointment.

- 7.2 Sample reference request letters are available from the Senior Management Team.
- 7.3 For teaching/assessing posts two references will be taken up upon being offered the role. The references will be employment references from the current and past employers. This is a reflection of established practice and relates to the nature of the references. For support posts two references will be taken up after the interview, one of which should be from the current or most recent employer.
- 7.4 If the appointment is urgent, the Senior Manager may seek to obtain a verbal/telephone reference for the successful candidate providing that standard procedures for doing so are followed. 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 an academic or personal reference is acceptable.

8. Vetting and Barring Checks

- 8.1 Enhanced DBS checks are carried out on all staff that will engage with learners as part of their job role. Once an offer of employment has been accepted the appropriate information and application is completed to allow for the DBS proof to be received before they start the role. All offers of employment are conditional and offers subject to satisfactory DBS check being received.

9. Making the Appointment

- 9.1 It is recognised that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance GEM Partnership's ability to recruit the selected candidate. In such cases the verbal offer will normally be made by the Senior Management Team, although they have the discretion to delegate this responsibility if felt appropriate.
- 9.2 Appointments will usually be made at the grade minimum of the advertised salary scale unless directly relevant experience would justify additional increments. Advice should be sought from the Senior Management Team if the intention is to appoint at the grade maximum of the advertised salary scale. No appointment can be made above the advertised scale.
- 9.3 Once a selection decision has been made the HR Manager will produce a written offer of employment in line with agreed service standards. Offers of employment are normally subject to satisfactory references, checks of qualifications and any other checks as appropriate, such as Asylum and Immigration checks, Criminal Records Bureau checks (for posts that are exempted from the provisions of the Rehabilitation of Offenders Act) accepted the offer of employment and a start date has been agreed the Senior Management Team is Responsible for preparing a comprehensive induction programme for the new employee and instigating the Appropriate Vetting and Barring checks.