

RECRUITMENT AND SELECTION POLICY

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OVERVIEW

It is important to Laine to have a good diversity within our teams. We aspire to promote equal opportunity for all, within our recruitment, promotion, and training to ensure everyone has the opportunity to grow their talents and personal aspirations.

All our managers across Laine's organisations have a personal and legal responsibility to ensure no lawful discrimination against a protected characteristic occurs at any stage in the recruitment and selection process, and during employment. Protected characteristics include age, disability, gender reassignment, marriage, and civil partnership, pregnancy, maternity, race, religion or belief, sex, sexual orientation.

For effective and legal compliances, Laine's recruitment and selection is to ensure that all candidates, internal and external, are treated fairly throughout the process and that selection decisions are based solely on ability to perform the role.

SCOPE OF THIS POLICY

This policy is designed to ensure that Laine meets business objectives and achieve strategic goals by ensuring the right candidate is employed to fill each vacancy. The Equality Act 2010 places responsibility on organisations to monitor, amongst other things, their recruitment processes to ensure they are not discriminatory.





To ensure a fair and transparent recruitment and selection process; Laine must:

- Ensure that the recruitment and selection methods used to identify the right candidate for each vacancy are efficient, effective, and fair to ensure equality of opportunity.
- Ensure that our employees are given an opportunity to develop their careers and maximise their potential.
- Appoint employees of the highest calibre to each role.
- Ensure recruitment activity for all vacancies is legally compliant, managed appropriately, consistently and in a time and cost-effective manner.
- Follow the agreed recruitment process. Please liaise with a member of the People Team who will provide necessary advice and guidance throughout the process.

WHEN TO USE THIS POLICY

Managers and/or Employees of Laine should use this policy in the event a vacancy comes available in your team/department. A member of the People Team will provide any necessary advice and guidance throughout the process.

PROCEDURE

When a potential vacancy is identified, either because of an existing employee resigning or being dismissed, or a new job being created, consideration of available options should take place prior to the commencement of any aspect of the recruitment process. Any such discussions should be held in partnership with Laine's HR Team and should consider the headcount budget allocation. These options may include not replacing the exiting employee, re-allocating tasks / redistributing work, employing temporary resource, use of a secondment. Once all options have been considered, if the appropriate solution is to recruit, on a temporary or permanent basis, please review this with your line manager and the HR Team.

We may run internal and external advertising selection activity concurrently if we believe the skills may not exist internally. If we do this, we will be open about it. We will proactively look at succession planning and PDR outputs to help identify suitable candidates for roles. Where these candidates are identified we may give them exclusivity to apply and complete the selection process prior to advertising the position. When we do advertise the position, this will always be for a minimum of 1 week. In some instances, it may not be appropriate at all to advertise a role i.e., due to commercial sensitivity.

VACANCY AUTHORISATION

When recruiting for both new and replacement roles any Laine employee must first gain the correct approval from the Head of Department and Head of People. These approvals must be obtained through written consent. Best practise would be to build a business case to explain the need for recruiting.





If the vacancy is approved, the People Team will commence the recruitment process.

APPLICATIONS AND SERVICE LEVEL AGREEMENTS (SLA)

At the point of an applications submission, Laine aspires to process all candidates within 10 working days.

It is important to Laine to adhere to these SLA's to ensure we are providing a great experience for all applications.

INTERNAL RECRUITMENT

Internal candidates must notify their manager prior to applying for a role internally. Internal applicants will be considered if they have completed at least six months service in their current role. Their skills, knowledge and experience must meet the role requirements and selection criteria or are deemed to be transferrable, and all of the conditions outlined are satisfactorily met.

Employees whose performance is deemed to be inconsistent (as defined by Personal Development Review (PDR) ratings, or manager's opinion if PDR has not been completed recently) at the time of their application, may not be considered eligible for transfer or promotion. An example of this could be if an employee has a live disciplinary warning for a conduct related issue.

SECONDMENTS

A secondment may be deemed the appropriate solution for certain vacancies.

A secondment is a temporary assignment for a fixed period, which offers employees the opportunity to broaden their knowledge and experience of other roles and/or areas of the business.

At the end of the secondment the secondee returns to their original role, or an equivalent role on the same grade and/or similar responsibilities, on the same terms and conditions. Although it is recognised that a change to terms and conditions may be appropriate for the duration of the secondment.

A secondment may be considered in the following circumstances:

- To fill a temporary vacancy (e.g., project) or maternity leave.
- To trial a role to determine whether the requirement is permanent.
- To cover a permanent role on a temporary basis whilst a suitable candidate is identified.
- To offer a development opportunity to an existing employee.





Where more than one employee is interested in a secondment opportunity or where there is uncertainty about the suitability of a sole applicant, a selection process will be necessary to ensure a fair decision is made.

Secondments typically take place for three-to-twelve-month periods depending on the role.

CANDIDATE SCREENING

Laine's People Team will initially screen any candidates that apply directly and will submit suitable candidates to the recruiting manager. It is important that constructive feedback on candidates (internal and external) is provided as soon as possible. The feedback will then be recorded on the candidates file to ensure that Laine is presented as a professional prospective employer and to avoid the loss of any candidates to another employer or duplication of work. When candidates have been identified for the interview stage, the People Team should be notified for the purpose of co-ordinating dates, times, and venue and to formally invite the candidates.

When the candidate has been interviewed, they should be made aware of the timelines for feedback and what the next stage of the process should be. The interviewing manager where possible should give feedback to the candidate. If requested the People Team representative will provide support to managers when structuring feedback. At all times the candidate should be provided with clear and objective feedback. All feedback from interviews should never later than the timescales communicated to the candidate post interview.

EXTERNAL RECRUITMENT

It is our overall aim to recruit directly without the aid of third parties. All vacancies will be advertised on Laine's website, unless agreed between the recruiting manager and the People Team. In addition, other facilities such as Total Jobs and LinkedIn will be utilised to identify suitable external candidates for a vacancy. For some vacancies, additional or specialist online advertising may be deemed appropriate, for example, professional member websites. In these instances, the People Team will research costs, target audience/readership and anticipated response before proceeding.

RECRUITMENT AGENCIES

In some instances, vacancies will be advertised using a recruitment agency. The only agencies that are to be engaged are those that have been selected and applied to Laine's strict PSL. If a PSL agent is unable to source suitable candidates, then the People Team may agree to contact a specialist agent outside of the PSL. If there is not an existing relationship with an agency, initial contact should be managed by the People Team, who will also be responsible for ensuring that competitive fees are negotiated, and terms of business confirmed in writing.



Please note that briefing an agency will not be the first step in terms of the recruitment process unless there are unusual circumstances or sourcing suitable candidates for the role via the above methods proving to be problematic.

Managers should not contact agencies directly without discussing with the People Team.

RECRUITMENT SELECTION METHODS

When appropriate, or necessary for some roles it may be decided by the recruiting manager, with approval from the People Team, to test specific skills and / or abilities e.g., numerical or presentation skills.

It may also be appropriate for some roles to hold an Assessment Centre which consists of a number of assessment techniques, such as interviews, group exercises, presentations skills, ability testing and/or psychometric testing. Only measures which are clearly relevant to the skills and abilities required for the job and free of bias should be used to ensure candidates are selected on their ability and performance. Assessments for selection purposes are not always necessary and likely to be incorporated at second or third stage of the process. The People Team will discuss whether an Assessment Centre is necessary. In instances when an Assessment Centre is required the People Team will manage the development and facilitation of the event.

ELEGIBILITY TO WORK IN THE UNITED KINGDOM

In accordance with the Immigration, Asylum and Nationality Act 2006, all candidates are required to state whether, or not, they are eligible to work in the UK. When asking this question, it is important to explain the reason, for example, due to legal requirement, and to state that all candidates are asked the same question. All successful candidates must provide proof of eligibility either prior to the start of their employment or on their first day. Failure to produce right to work documents may lead to the offer of employment being withdrawn.

OFFERS OF EMPLOYMENT

In the instance a suitable candidate has been identified, whether internally or externally, the recruiting manager and a People Team representative should agree of salary and benefits before an offer of employment is extended. In the case of an internal candidate being successful, both current and recruiting managers need to agree a date of transfer. The employee should not serve any longer than their contractual notice to their current department unless there are exceptional circumstances.

Laine's People Team will produce a written offer and contract of employment. If the candidate is external this will be completed through a contract request form. If the candidate is internal a Secondment/Transfer Checklist form will be completed.





Under no circumstances should the manager make an offer without prior agreement from the People Team representative.

Once the individual has confirmed their acceptance of the offer and a start date has been agreed, the recruiting manager will be informed and new starter arrangements can commence e.g., IT set up, induction planning.

In the circumstance that the offer is not accepted, a review of the recruitment and selection process should take place to identify any issues and potential adjustments required, dependant on the reason for nonacceptance.

If there is a requirement for a short-term agency temp, the People Team will act as the main point of contact with the agency and will co-ordinate all activity as outlined above under Candidate Screening and Shortlisting, and the offer of employment section. Managers should not, under any circumstances, book or extend an agency temp without prior authorisation from the People Team, and the relevant Head of Department or Director, and confirmation of available budget.

POLICY REVIEW

Laine reviews the Recruitment and Selection Policy annually and we will ask that all team members make a declaration of compliance with this Policy.

VERSION NUMBER	AUTHOR	PURPOSE/CHANGE	DATE
1	Laura Cressey		1.1.24

