



Usel

Recruitment & Selection Policy & Procedures





DOCUMENT MANAGEMENT

The purpose of this section is to provide details of the official, versions and controls relating to the management of the Recruitment & Selection Policy & Procedures.

KEY PERSONNEL

| Role | Responsible Person | | Responsible Action |
|---------|--------------------|--|--------------------|
| Author | HR Partner | | Draft |
| Manager | HR Manager/POD | | Review |
| Owner | Board | | Approval |

DOCUMENT HISTORY

| Version | Date | Reason for update |
|---------|----------------|---|
| V1.0 | May 2003 | Document created |
| V2.0 | June 2014 | Document reviewed |
| V3.0 | February 2018 | Document revised |
| V4.0 | September 2020 | Document revised |
| V5.0 | October 2023 | Document revised and updated with new system references |





Introduction

Usel is committed to ensuring that appointments are made based on merit through fair and transparent processes. This is to ensure that the organisation finds the best available person for the job considered on individual merit and regardless of race or cultural diversity, gender, transgender, disability, sexual orientation, age, marital status, religion, political opinion, whether the individual has a responsibility for dependants or is a member or non-member of a trade union.

Usel is also committed to its obligations under Section 75 of the Northern Ireland Act 1998 to promote equality of opportunity. These procedures are designed to build on the statutory requirements, reflecting the spirit as well as the letter of the legislation. and adherence to good practice.

All appointments should be open to as wide a range of available suitable candidates as is possible.

All appointments, regardless of level within the organisation and whether the post is full-time or part-time, must reinforce that the recruitment procedures are impartial. To apply these principles effectively Usel will ensure that:

- Job opportunities are known about and publicised.
- Selection is fair and objective at each stage.
- Those appointed have the necessary skills, aptitude, and competencies. for the job

Responsibility for ensuring that recruitment is conducted in line with this procedure rests with Usel's Chief Executive. This responsibility is delegated to the HR Manager. It is particularly essential that the HR Manager and each line manager with responsibility for the individual recruitment exercise ensure that the selection processes and decisions follow this procedure. It is also the responsibility of all Usel employees to abide by and apply the procedure.

Private sector recruitment agencies or consultants will not normally be utilised; all Usel recruitment should be undertaken by Usel directly. However, where a suitable business case has been made and approved by the Chief Executive or Sponsor Branch, dependant on the cost, they may be considered to assist in all or part of the selection process. It is nevertheless the responsibility of the individual running the recruitment process in conjunction with the HR Manager to ensure the recruitment exercise is carried out in accordance with the principles as detailed below and to be able to demonstrate that this has been done.





General Principles

Usel is committed to ensuring the principles of openness, fairness and merit are all directed at getting the best person for the job from a wide field of applicants.

The only area in which Usel does permit different arrangements is the recruitment of personnel to its Manufacturing/Recycling Operations and Administrators. Usel was established in 1962, under the provision of the Disabled Persons (Employment) Act (N.I.) 1945 to specifically provide supported employment for people with disabilities within its factory setting. The arrangements for recruitment of individuals within this setting, although only applying to people with disabilities may include referral of applicants from Usel's own funded employment programmes. This exception will nevertheless follow the general principles in all other respects. This may require accommodating communication and formatting requirements e.g., for people with disabilities or for people whose first language is not English.

Vacancies

Vacancies arising must not be advertised without the prior approval of the Chief Executive. No candidate may be engaged, re-graded or hired externally unless so authorised by the Chief Executive and then only within the limit of an approved budget. The placement of the advertisement will be the responsibility of the HR Manager unless the Chief Executive. The first stage in the selection and appointment process is to ensure that appropriate Job Descriptions and Person Specifications are examined to confirm they cover the tasks, responsibilities and context of the job and the necessary skills, experience and aptitude required to carry out the task. Departmental Managers must ensure the accuracy of current documents and adjust where necessary prior to advertising a vacancy. This will assist in the selection of the most appropriately competent person for the job. The hiring manager must complete a Recruitment Authorisation form which must be signed by the Head of Department and the CEO.

Vacancies will be brought to the notice of applicants by means regarded as most appropriate by Usel including internal notification if appropriate to ensure existing employees are aware of development opportunities within the organisation. Account will be taken of identified communication and formatting requirements. Account shall also be taken of Fair Employment Affirmative Action measures and other measures to promote equality of opportunity.

Usel will avail of recruitment agencies including Jobs & Benefits Offices, NI Jobs, GetGot Jobs Board and/or Community NI to fill a vacancy if it is deemed to be the most cost effective and appropriate method of recruitment and selection. Usel also reserves the right to recruit using an Internal process. Such internal processes will need to satisfy:





- That the targeted group of staff who may be suitable to fill a vacancy are in vulnerable posts e.g., due to organisational restructure
- That due to financial limitations a manager needs to fill an existing vacancy by appointing an existing member of staff
- That to internally advertise an opportunity to act up to a specific group of staff, will provide a development or secondment opportunity.
- The above options may be utilised more often in the case of filling a vacancy arising from sickness absence or maternity leave or where there is another sound justifiable business reason.
- The vacancy is a temporary vacancy and is not likely to extend over a 12-month period.

Advertising

The advertisement and supporting literature must together contain whatever applicants need to know to give them a clear picture of the job and what is required to do it. The advertisement should contain Usel's name, what the job involves, what the location and salary are (including any additions to the basic salary if applicable) and give a brief description of the qualifications, skills, experiences, and personal qualities needed.

The advertisement should make it clear whether the job is a permanent or short-term contract, and in the latter circumstance, of any possibility of the contract being renewed. It should also include a closing date. Providing this information will help create a fair and open field and will reduce the number of inappropriate applications.

Method of Application

All applicants must apply through the GetGot recruitment portal.

A reasonable opportunity must be given to prospective applicants to become aware of vacancies and therefore must be given a reasonable time within which to apply e.g., a closing date should not be shorter than 10 days in most cases for external vacancies or 5 days for internal vacancies, from point of advertising. The closing date should be made plain and adhered to.

All applicants will be required to complete a Monitoring Form, which will be part of the application process on the GetGot jobs portal to provide information under the Fair Employment and Treatment (MI. Order) 1998. This monitoring form may also be used to gather other relevant appropriate monitoring data which will assist measure equality of opportunity across all Section 75 categories. Information on monitoring will be dealt with by the Monitoring Officer and will not be made available to the short-listing panel and interviewing panel.





Shortlisting

Eligibility and job relevant criteria for short-listing will be set by a panel. These will be based on the Personnel Specification. Criteria must be agreed and recorded by the panel **before the job is advertised**. Candidates are normally shortlisted on the essential criteria for the job, and where there is a larger number of applications (normally over 10), this may extend to desirable criteria. Short listing and all selection decisions must be conducted by **at least two people** to guard against individual bias.

Shortlisting will take place via the GetGot portal. Each manager has their own individual log in, and this will record the outcome of each applicant as they are reviewed. If there is a conflict of opinion, the panel need to either come to an agreement, or move the candidate to interview stage if an agreement can't be made.

The panel will agree to any additional and appropriate selection aids for applicants were considered necessary. The recruitment panel must select a chair, usually the person to whom the appointee will be responsible. Panel members should be of a grade more senior than the post being considered unless the variation in the panel membership is unavoidable.

Selected Shortlisting panel members must declare any Conflict of Interest before commencing and will be required to withdraw from the short-listing and interview panels.

It is the Panel Chair's responsibility to:

- Agree and apply the short-listing criteria from the personnel specification and record the outcome.
- Identify and agree questions to be asked at interview.
- Ensure every panel member (including the Panel Chair) applies non-discriminatory selection methods and techniques.
- Check any documentation the applicant has been requested to bring e.g., driving licence.
- Arrange for post interview feedback if this is requested.

HR will be responsible for coordinating the interaction with the applicant.

It is the HR's responsibility to:

- Arrange the shortlisting meeting with panel members after the closing date of the post.
- Identify any areas of concern in application forms of short-listed applicants and clarify information at interview e.g.:
 - Disclosure of Criminal Convictions
 - Reasonable adjustments required to perform the duties of the post.
 - Appropriate referees
 - Work attendance issues





- Identify and agree questions to be asked at interview alongside the panel chair.
- Ensure every panel member (including the Panel Chair) applies non-discriminator selection methods and techniques. Check any documentation the applicant has been requested to bring e.g., driving licence.
- Seek alternative referee names from the applicant if those given do not meet the requirements.
- Laise with the panel chair and collate post interview feedback if this is requested.
- Complete and collect all documentation involved in the selection process including documentary evidence of relevant qualifications.

The Short-listing Panel will consist of the members of the Interview Panel.

Short-listed applicants will be notified of the results of their applications as soon as possible after the closing date. Those applicants short-listed will be notified of the next stage of the selection process including any selection aids Usel intends to use. Notifications will be sent via the GetGot portal.

Usel will make any reasonable adjustments/arrangements to accommodate applicants who have needs (as detailed on the candidate's application form or raised in a timely manner by the candidate to allow such arrangements to be made) and in accordance with disability discrimination legislation. Usel aims to ask all applicants on their invite to interview to state any reasonable adjustments they may require for them to attend the interview.

It will be the responsibility of the applicant to inform Usel of dates when they would not be available for interview. All reasonable steps will be taken to facilitate participation in the interview process, but this may not be always possible.

Interviewing (& Other Selection Aids)

The interview panel will agree the broad line of questioning/question areas for each member of the panel in accordance with the Job Description and Personnel Specification. The questions should be sent to HR for review and to be uploaded onto the GetGot portal. Interviews should where possible be recorded onto the GetGot portal. If this is not used, the interview questions should be scanned and emailed to hradmin@usel.co.uk. The Chair will be responsible for coordinating the questioning/question areas and interview paperwork. Interviews should be scored out of 5, with 5 being the highest level of competency. No job offers should be made until all paperwork, where required, is returned to HR. This must be actioned at least one week prior to the interviews taking place unless otherwise agreed.





In addition to the formal interview panel members may wish to use other selection aids as part of the process taking account of the needs and requirements of the job advertised and may, if appropriate, take place before the formal interview commences. These must ensure the absence of any discriminatory elements and any required reasonable adjustment.

The applicant will be given the opportunity to ask questions relevant to the post and/or company.

When the final applicant has been interviewed the Chair will invite comments from the members on the applicants and a discussion will be held on their merits, interview scores and the results of all other selection aids that have been used. No decision will be taken until the panel has an opportunity to consider all these elements based on the combined scores attained.

More than one applicant may be suitable for appointment to the post. Suitable candidates should be recorded in priority order so that the next preference candidate can be offered the post should the first preference decline. Applicants may be held on a waiting list for 6 months if a similar position arises. At times, none of the candidates may be considered suitable. The chair should communicate any decisions to HR who will update the candidate and candidate profile on GetGot. Interviews notes recorded on GetGot will remain in the recruitment file on the portal. Those not, will be saved into the relevant recruitment file on the HR Drive.

All applicants attending interview should be informed of the panel's decision as soon as possible. This will be done through the GetGot portal by HR.

Job Offer

All job offers are subject to satisfactory pre-employment checks. All pre-employment checks must be completed before a start date is agreed with the candidate.

References: A decision to confirm the appointment will be made upon the receipt of two acceptable references, at least one of which is from a former employer who represents the views of the applicant's current or most recent employer.

If the applicant has not worked before this reference should be obtained from a school, college, university or training organisation or someone with knowledge of the applicant's work in a voluntary capacity. In some instances, the candidates Usel Employment Services Officer may complete a reference if there are no alternatives. Usel do not normally require references for casual café workers.

Applicants should be made aware of the importance of gaining the referees consent before submitting names and before Usel writes to same.





Relatives of applicants or those with whom they have a personal relationship will not be accepted as referees.

A copy of the referees' report should be retained in the employee file upon taking up the offered post.

Usel will not accept oral references.

AccessNI Checks: dependant on the job role it may also be necessary to undertake an Enhanced Check with Access NI under the Safeguarding Vulnerable Adults legislation. Confirmation of appointment will also be based on the outcome of this check.

Right to work in UK: evidence must be provided according to the Home Office guide on acceptable right to work documents prior to the employment start date. Acceptable Right to Work documents include a passport or birth certificate.

Qualifications: Usel will require the candidate to provide or prove any qualifications they relied on for the post.

Retention of Paperwork

All correspondence and information relating to the process must be treated in the strictest confidence. However, Usel reserves the right to release details of the shortlisting criteria to candidates on request. This release of data must not contravene the Data Protection Act.

Those running the recruitment exercise need to be able to demonstrate that they have complied with the principles. Accordingly, recruitment exercises should be fully documented, and the papers retained from the end of the process for a period of three years. This applies to the advertisement, application forms, sift criteria, selection panel decision and all other relevant paperwork relating to the exercise.

Manager Training

Panel members should have received training in fair recruitment and selection procedures. All panel members will receive continuing training as appropriate to ensure knowledge of changing employment legislation and best practice is absorbed and adhered to.



