

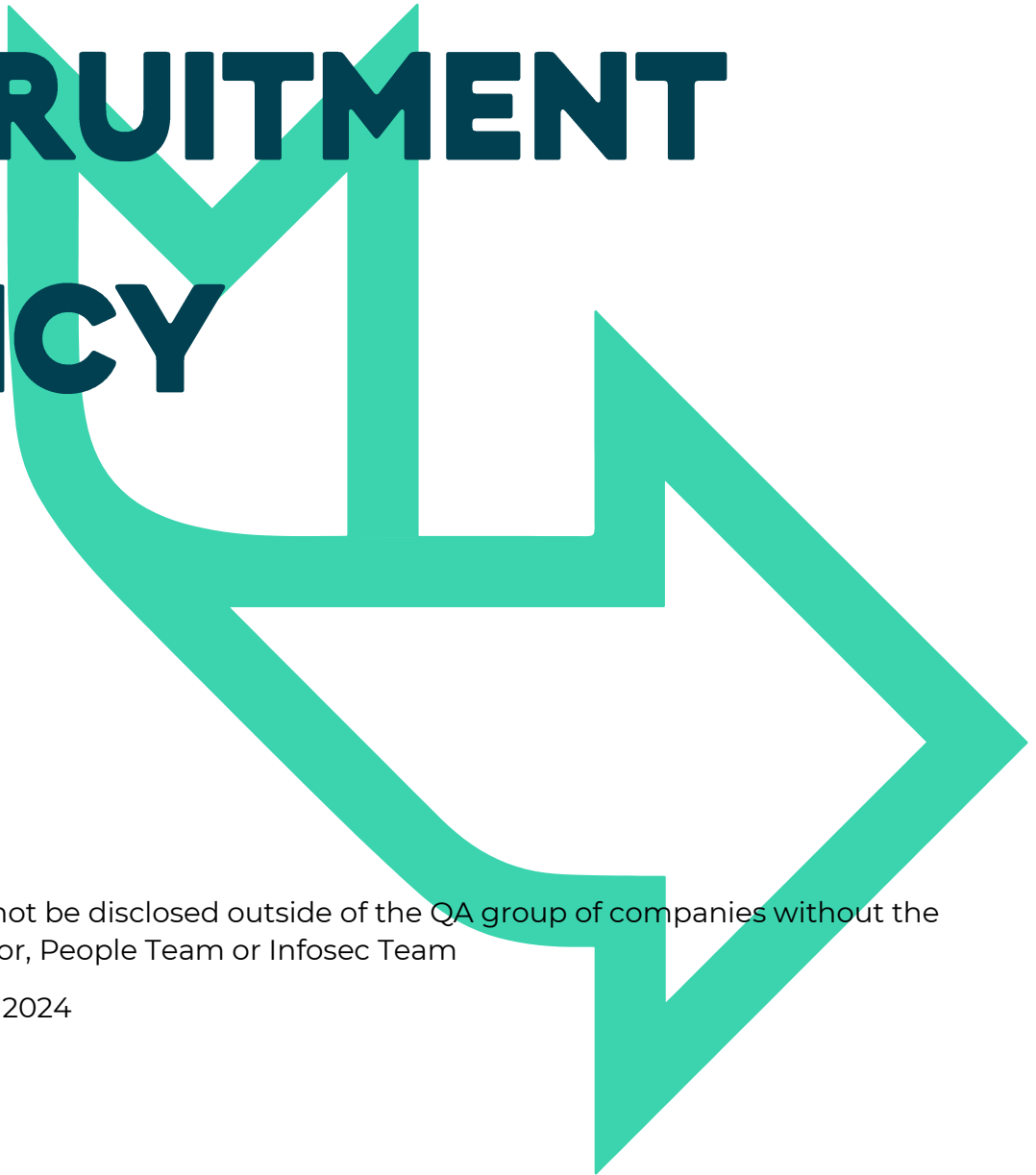


# RECRUITMENT POLICY

## INTERNAL

This document must not be disclosed outside of the QA group of companies without the permission of a Director, People Team or Infosec Team

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## VERSION CONTROL

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1.0	Creation of policy following separation from Selection, Screening and Vetting Policy

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Document Approval		
Name	Position	Viewed / Comments
Alicia Moore	Head of Talent and Inclusion	Approved
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## 1 INTRODUCTION

The overall aim of the recruitment and selection process is to attract, select and secure the best talent available to meet QA's objectives and goals.

The purpose of this policy is to provide a clear framework for the recruitment and selection of employees which is underpinned by our Equal Opportunities Policy, Safer Recruitment practices and other relevant legal requirements. It applies to anyone involved with the recruitment and selection of employees or workers for QA.

It provides the recruiting manager with guidance on how to recruit the person most suited to the role. The safer recruitment practices ensure legal requirements and best practice steps are taken, whilst promoting a positive candidate experience. This ensures consistency and fairness between all candidates and minimises the impact of unconscious bias on any decision making.

This policy refers to:

- 1 'Applicants' or 'candidates': regular employees, fixed term or zero hours contracts or internal transfers. In some cases, it can include self-employed contractors (i.e. freelancers/associates).
- 2 'Talent Acquisition (TA) team': Recruiters
- 3 External workers: Where there is an immediate requirement to fill a role for an interim duration – an agency hire or a self-employed contractor may be hired to meet the business need.

All applications for all vacancies will be reviewed and handled by the Talent Acquisition team. This will ensure the process and legal compliance is being followed throughout the recruitment cycle. Candidate data is processed in and stored on the ATS (Applicant Tracking System) and is accessible by the People Team and Hiring Managers (HM).

Suitable applicants will be shortlisted based on their fit with the role profile.

Unsuitable applicants (at any stage of the recruitment process) will be informed either verbally or in writing. This will be carried out by the Talent Acquisition team.

## 2 INTERVIEW PLANNING

The Talent Acquisition Consultant (TAC) will undertake a pre-screening telephone interview and shortlist according to the experience, skills and knowledge detailed in the role profile, plus additional points noted during the briefing call with the HM. If the candidate is suitable, the TAC will share the CV, application form and screening notes to the HM within 24 hours of the pre-screening interview taking place.



Having reviewed the CV, application form and the TACs notes, the HM will determine whether they wish to progress with the application. The candidate will then be invited to the next stage of the process by the TAC who will also confirm and book the interview into the HM's diary.

### 3 CANDIDATE INTERVIEW

Managers are required to make notes of all interviews and to store this securely until the selection process is complete. After the interview, the HM will confirm their decision as to whether the candidate is suitable for progression to a further interview stage with the TAC.

Unsuccessful candidates will be given feedback by the TAC about their application.

**Interview Notes:** It should be noted that:

- 1 All notes made during assessments should be objective, factual and unbiased. There should be nothing discriminatory evidenced on the notes, or at any point during the interview process.
- 2 Candidates can ask to see their interview notes at any time.
- 3 QA must be able to provide the notes from the interview without any omissions.
- 4 If a matter is taken through a legal route, not only is the company liable, but the individual assessing is also liable so they MUST take responsibility.
- 5 Notes should be stored securely and once the interview process is complete, they should be sent to the Talent Acquisition Team without delay. Any electronic copies must be permanently deleted and any hard copy destroyed via confidential waste.
- 6 The TA team will retain and store interview notes for 6 months, unless otherwise advised by a QA Client.

### 4 TRAINING

To ensure consistency and compliance across the business, all recruiting managers should complete the Recruitment training before they participate in a recruitment campaign. If it is not completed, at least one member of the recruitment panel must have up to date training and they must be involved with every stage of the recruitment process.

All managers should also ensure they have completed the Safer recruitment training prior to commencing the recruitment process, this is an ongoing training programme that requires refresher training every year.



## 5 SAFER RECRUITMENT

Safer recruitment is a set of practices to help make sure our employees are suitable to work with young people. The recruitment processes within QA are designed to deter, reject, or identify people who are unsuited to working with young people by having appropriate procedures in place for appointing employees.

For all roles working within Apprenticeships the additional processes are followed.

All applicants should be shortlisted against the person specification found in the job description, which is completed by at least two people, and where possible those who shortlist carry out the interview for a consistent approach.

All shortlisted candidates will be asked to complete and return a Criminal Declaration form prior to interview. This allows for the opportunity to discuss anything declared on the form.

Any gaps or inconsistencies identified within the CV or application form should be discussed and explored with the candidate at interview along with any other potential concerns. These responses will not be scored; however, notes should be taken and recorded as they will feed into the overall decision if safeguarding concerns are raised. This is in line with the safer recruitment practices, as covered in the safer recruitment training.

If you are a manager recruiting someone to carry out a role that requires regulated activity then as part of safer recruitment and due diligence checks, it is recommended that an online search check is carried out on shortlisted applicants prior to interview. Anything that is discovered can then be discussed with the candidate at interview. To do this, please complete the following steps;

1. Start with a light search just by entering the candidates name into a search engine like Google, broaden the search to full name, location and current employer.
2. Carry out a search on social media, you may need to do that away from QA systems as some of these may be prohibited.
3. Think about images that they have made available to the public domain are they appropriate?

It is important that while completing the search, you are mindful of commonly used names, and you carry out due diligence to ensure that anything discovered relates to the correct individual. The People Team can support with this by running an audit to ensure you have the appropriate name where required.



## **6 DISABILITY CONFIDENCE EMPLOYER AND REASONABLE ADJUSTMENTS**

QA is proud to be a Disability Confident Employer. As part of our support for this scheme, we must ensure that all applicants who declare a disability and who meet essential criteria of the job as set out in the person specification in the job description, will be guaranteed an invitation to interview. In the event the applicant is unsuccessful at any stage in the recruitment process feedback will be offered.

In order to ensure that the recruitment process will not cause a candidate to be disadvantaged because of their disability, reasonable adjustments should be offered and discussed with the individual prior to any assessments. Only reasonable adjustments required for the candidate to attend and complete the assessments should be discussed prior to any job offer being made. Reasonable adjustments required to fulfil the role should only be discussed after a job offer has been made and accepted by the individual.

The TAC can advise further on any specific reasonable adjustments required for assessments.

## **7 EQUAL OPPORTUNITIES**

QA is committed to being an equal opportunities employer, and reflecting this at all stages of recruitment and selection and will always be carried out without regard to gender, gender reassignment, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership.

To increase the inclusivity of the recruitment process, it has been designed to ensure consistency and fairness between all candidates, and to minimise the impact of unconscious bias on any decision making.

## **8 THE OFFER PROCESS**

After interviews and assessments, the HM will discuss the proposed offer details and start date with the TAC and once agreed will make a verbal offer to the candidate.

On no account should any job offer be made during or at the end of an interview. Any offer of employment will be conditional on pre-employment checks being satisfactory.

Once the verbal offer has been accepted the TAC will check the candidates identify and complete the offer form and sent through to the People Services (PS) Team. Once the application form, CV and ID documentation has been shared by



the TAC they will produce and issue the contract of employment electronically requesting a digital signature.

A successful candidate can only start in role once a signed contract has been returned to People Services by the individual. It is a legal requirement that all employees have a signed contract in place before their first day. In addition to this, without a signed contract being returned, the new employee will not have access to PeopleLink or QA365 and they will not be added to the payroll.

Once the candidate has signed their contract, they will receive an email with a link to QA's Onboarding Hub, which contains policies to be read, first day instructions and actions to be completed, including providing their bank details, uploading their HMRC New Starter form and P45 and requesting an ID badge.

## **9 PRE-EMPLOYMENT CHECKS**

Prior to a candidate commencing employment, we are legally required to ensure they have the Right to Work in the UK. For UK nationals with an in-date British passport, the check will be completed via our Background Check provider. For anyone who is a British citizen and either doesn't own a passport or has an expired passport, a manual check will be required. In this circumstance the TAC will email the Right to Work Verification Checklist (please see Appendix within the Screening and Vetting Policy) to the HM who should obtain Right to Work. The PT will ensure this is completed prior to the employees first day.

The PS team will complete the necessary checks for any non-British candidates using a Home Office share code.

Further details on the Right to Work process are outlined in Screening and Vetting Policy.

If the role requires additional screening (i.e. Disclosure check, BPSS etc.) the PS Team will initiate the process on the Screening Vendor Portal, providing the candidates name, email address and job title, which will trigger an email to the candidate from the screening provider requesting completion of electronic consent and authorising background checks to be completed.

QA require a minimum of two professional references, covering the last three years. These are actioned via our background check provider who obtain consent from the candidate prior to initiating the checks. Once completed, the People Services Team will review the references as satisfactory. Further details on the procedure can be found in the Screening and Vetting Policy.

It is the TACs responsibility to ensure that copies of all qualifications specified in the person specification as required for the role will be obtained prior to interview and that of the successful candidate will be passed onto the PS team to be saved into the employees' file.