

# Recruitment Policy & Competency Assessment Training

## 1.0 Introduction

1.1 Geo Chem's Recruitment and Selection Procedure aims to provide a framework which will assist managers to ensure that the company attracts, selects and retains the most suitable candidates by using the most appropriate, efficient, fair, open and effective methods. Its commitment to achieving equal opportunities is clearly defined throughout the Recruitment and Selection Procedure and links closely to the principles of the Company

### Equal Opportunities Policy.

1.2 Everyone involved in the recruitment and selection of staff has a responsibility to ensure that candidates are treated fairly and decisions are made objectively and in line with the Company's commitment to equal opportunities.

## 2.0 Scope of the Procedure

2.1 This document outlines the process to be followed for the effective recruitment and selection of all permanent employees to vacant posts within the Company.

2.2 This Procedure covers all posts within Geo Chem including senior management.

## 3.0 Benefits

3.1 The existence of a systematic framework supports Geo Chem's recruitment strategy which aims to attract high quality staff and improve the quality of appointments.

## 4.0 Establishing a Vacancy

Review whether recruitment is the most appropriate solution.

4.1 This process should begin as early as possible (e.g. as soon as a resignation is received, a job move agreed or the need for a new task to be completed is identified).

4.2 Suitable alternatives to recruitment should be considered and Human Resources can provide detailed advice and guidance on a number of possible options, including:

- reorganizing work distribution;
- increasing an existing employee's responsibilities;
- redesigning or automating job tasks;
- restructuring within the related area or department;
- reviewing the current working arrangements of the post to consider part time or job share as appropriate options;
- secondment opportunities;
- using a contractor/agency temporary staff for short-term assignments.

4.3 In cases of short-term appointments of less than three months duration, where it may not be deemed appropriate to follow the full Recruitment and Selection Procedure, the advice of Human Resources should be sought as to the most appropriate cost-effective method of meeting short-term requirements.

4.4 It is possible to recruit to a suitable 'pool' of candidates in areas where there is an on-going requirement to fill vacant posts at 'short notice'.

However, all candidates who are appointed to a 'pool' must have been selected in accordance with this Procedure.

4.5 Consideration should be given to exactly why the job exists and what the job entails. This will involve carrying out an analysis of the current job and the context in which the job is done. This may involve:-

- identifying the purpose of the job within the related area or department;
- identifying the key tasks, duties and level of responsibilities of the job;
- discussing the role with the current job holder or line manager;
- examining the related area or department to identify possible minor internal adjustments.

4.6 If the vacancy is a 'new' post it will need to be evaluated by Human Resources to ensure it is graded appropriately.

4.7 Role Profile - Part 1 provides a detailed description of the job and should include:

- Job Title;



- Reporting Line;
- Grade; (Human Resources will assign an appropriate grade to all new roles)
- Working Hours;
- Department;
- Location;
- Main Purpose of the role;
- Key Accountabilities;

4.8 Role Profile - Part 2 describes the knowledge, skills and attributes needed to perform the job. It provides the basis for the advertisement and specifies the selection criteria to be used during both short-listing and assessment. Selection criteria includes:

- Qualifications & Professional Memberships Differentiating between essential
- Key Knowledge & Expertise and desirable criteria
- Experience
- Competencies required for the role

4.9 Qualifications and professional memberships, experience, key knowledge and expertise should be 'measurable' from the Application Form as they are the criteria that should be used to short-list candidates.

4.10 Qualifications and professional memberships, experience, key knowledge and expertise (i.e. the selection criteria) in the Role Profile must be objective, relevant to the requirements of the job and must adhere to current equal opportunities legislation.

4.11 It is important not to overstate the qualifications and experience demanded by the job and to avoid being too prescriptive as this may reduce the pool of potential applicants unnecessarily.

4.12 It is important to set appropriate standards for each selection criterion e.g. "good educational background" – what is considered "good"?

## 5.0 Recruitment Plan

Agree strategy to attract applicants

5.1 As soon as the Staffing Authorisation and associated documentation has been received by Human Resources, an appropriate recruitment strategy will be discussed between the Department and Human Resources.

5.2 Human Resources will take a proactive approach when attracting applications from suitable candidates. They will use existing knowledge of the target market to advise upon and implement the most appropriate and cost-effective method.

5.3 Options may include one or more of the following:-

- reviewing whether the vacancy provides a suitable redeployment opportunity for an existing member of staff;
- Internet advertising – including specialist web sites;
- External advertising in appropriate press or trade journals;
- sending out appropriate information to specific groups of potential applicants where specialist skills may be required;
- Briefing recruitment agencies or executive search organizations on preferred supplier list as necessary;
- reviewing 'speculative' applications or candidates that have recently been interviewed, and considered appointable, for similar posts;
- participating in regional recruitment fairs and arranging 'open days' for potential candidates;

5.4 Geo Chem is committed to the development of its current employees and internal advertising of all vacancies is encouraged.

5.5 Consideration must be given as to the target market to establish primary, secondary and tertiary recruiting markets (e.g. local; regional or international market).

5.6 As part of Geo Chem's commitment to equal opportunities, recruitment advertisements should not be confined unjustifiably to those areas or publications which would exclude or disproportionately reduce the numbers of applicants of a particular minority group.

5.7 In areas of under-representation, it may be deemed appropriate to take positive action by encouraging applications from suitable ethnic minorities and women so that they can be considered equally with other candidates.

## **6.0 Short-listing Applicants**

Short-listing applications against criteria

6.1 Immediately after the closing date, all original applications received, together with a Summary Information Sheet, will be sent by Human Resources to the GM and arrange for short-listing to take place.

6.2 Using the Role Profile – Part 2A, GM should complete a Candidate Short-listing Form covering all the essential and desirable “Qualifications, Professional Memberships, Experience, Key Knowledge and Expertise” selection criteria.

6.3 HR should short-list the applications against the criteria included on the candidate Short-listing Form.

6.4 Desirable criteria should be used to reduce large numbers of applicants who appear to meet all the essential criteria.

6.5 Selection criteria should not be changed or new criteria introduced at this stage.

6.6 HR is responsible for ensuring that unsuccessful applicants are sent suitable response letters as soon as possible after short-listing has taken place.

Feedback should be offered to unsuccessful candidates.

6.7 Applications should be treated as confidential and kept securely so that they are available, should there be any enquiries, during the process or afterwards.

## **7.0 Assessing and Selecting Candidates**

Invite short-listed candidates to assessment

7.1 HR is responsible for arranging that short-listed candidates are invited to assessment. The following documentation or information, where applicable, should be included:-

- Details of the assessment process; the methods to be used; date and time;
- A contact name and telephone number for the candidate to confirm their attendance;
- If appropriate, a request for the candidate to bring evidence of their qualifications to the interview/assessment;
- Any other supporting information relevant to the role;

7.2 The HR is responsible for ensuring that, during the interview/assessment process:

- Evidence of qualifications deemed to be essential are checked initially, and, if possible, verified, ensuring photocopies are retained;
- Any reasonable adjustments required by disabled candidates, during the selection process, are incorporated. Human Resources can provide advice in this regard;
- Further details are obtained, if required, on information declared on the application form e.g. sickness absence or a dismissal from previous employment;
- candidates are informed when to expect to be advised of the outcome.

Human Resources can provide specific advice, guidance, training and skills development for all those involved in the interviewing and assessment of candidates.

### **Making the final selection**

7.3 Using the Role Profile – Part 2A & B, HR should complete the Interview/Assessment Report Form which details the appropriate essential and desirable selection criteria.

7.4 After the assessment, the Recruitment Panel members should review candidates performances during the selection process and reach their decision based on the evidence gathered.

7.5 The decision should be reached:

- Systematically and objectively, on the basis of evidence obtained throughout the selection process;
- Without making assumptions or stereotyping;
- Keeping all the information in context; not focusing only on one or two issues.

7.6 Selection decisions recorded on the Interview/Assessment Report Form must be fair and objective, based on the requirements of the job, as specified in the Role Profile.

### **8.0 Making an Offer**

8.1 A decision to make an offer may be made at this stage.

8.2 If there are several suitable candidates, it may be appropriate to “hold” rather than reject these until the outcome of the offer to the most suitable candidate is known.

8.3 All unsuccessful candidates should be notified of the outcome appropriately and are provided with feedback.

### **Determining appropriate salary**



8.4 Human Resources must be consulted to provide detailed guidance and advice on determining appropriate offer salary levels within the grade.

8.5 When deciding upon an appropriate salary to be offered, consideration will normally be given to the following objective criteria:-

- The level, breadth, depth and complexity of the individual's knowledge and understanding of different aspects of the job and, as appropriate, expert, professional and theoretical knowledge;
- The level and breadth of existing relevant skills;
- Qualifications and length of relevant experience of the successful candidate;
- Current salary and monetary benefits (e.g. bonus) of successful candidate;
- Comparative salaries of existing employees in similar roles/grades within the

#### **Make oral offer**

8.6 The HR may make a provisional oral offer to the successful candidate, which will be followed up in writing by Human Resources. This should happen as soon as possible after the selection decision is made.

8.7 It must be explained to the candidate that the provisional offer is subject to all necessary checks required as part of the selection process to verify and validate evidence already gathered.

#### **9.0 Induction**

9.1 Geo Chem is committed to ensuring that new employees receive an appropriate induction which will familiarise them with the organisation, their department and their role.

#### **10.0 Probation**

10.1 Geo Chem has a Probation Scheme which may be applicable to the successful candidate. Human Resources will ensure that, if probation is required, it will be outlined within the formal offer letter.