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## **RECRUITMENT AND SELECTION POLICY & PROCEDURE**

The recruitment and selection decision is of prime importance for obtaining the best possible person-to-job fit which will, when aggregated, contribute significantly towards the Company's effectiveness. It is also becoming increasingly important, as the Company evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team. The Recruitment & Selection procedure should help managers to ensure that these criteria are addressed.

The Company Recruitment and Selection Policy will :

- be fair and consistent;
- be non-discriminatory on the grounds of sex, race, age, religion or disability;
- conform to statutory regulations

### **PROCEDURE**

#### **THE RECRUITMENT PROCESS**

The following procedure should be used when a post is to be filled. The appointing manager/Director must:

Define the job. If it is an existing post, is an exact replacement required or is this an opportunity to revise the requirements. If it is a newly established post be clear on the exact requirements, draw up a job description and consult the appropriate Director / Human Resources Director in relation to the appropriate level and salary.

Complete a Job Vacancy Form which confirms:

- details of the post
- final approval from the appropriate Director;

Ensure the Job Description and person specification are up-to-date. Contact the Human Resources Director for advice / any assistance in completing these. Collate an information package appropriate for the post. This package should include:

- job description and if appropriate, the person specification
- information on the Company

Discuss with the Human Resources Director the most effective means of obtaining suitable candidates. The following options should be explored (in this order):

- Do you have a suitable candidate in mind (internal / external) without the need for advertising?
- Internal advert within the Company
- Examination of previous applications, or those held on file within the Human Resources Department
- External advert within the job centre / local press
- In senior posts the use of a recruitment agency

If necessary, design the advertisement. All advertisements must contain as much information as possible to ensure the correct recruitment group is targeted and reduce unsuitable applications, while remaining as cost-effective as possible.

External adverts will be submitted to the appropriate Director for approval before being placed.

## **THE SELECTION PROCESS**

Appropriate selection procedures must be used for each post. Procedures may vary, at its simplest this may involve a straight forward interview and possibly skills testing. For more senior posts psychometric testing may be used.

The appointing manager will approach relevant people to assist with shortlisting and interviewing. At least two people should be involved in shortlisting and sit on the Interview Panel.

The application forms received by the closing date will be forwarded to the appointing managers for shortlisting. Applicants **must** be chosen against the Person Specification. It is the responsibility of the appointing manager at this stage to record (in writing) the reasons why an applicant is not shortlisted. All papers must be returned to the Human Resources Director, who will invite the candidates for interview, obtain references and make any necessary housekeeping arrangements for the interview. The appointing manager will:

- decide on the interview format and determine which areas to concentrate on with the questioning;
- receive the references for candidates from the Human Resources Director, and be responsible for ensuring the confidentiality of these, and for their safe return to the Human Resources Director for destruction.

At the interview, the appointing manager will ensure that the Interview Report Form is completed as fully as possible. When interviewing, they will ensure that Equal Opportunities legislation is strictly adhered to, with no discrimination shown on the grounds of sex, religion, age, disability or ethnic origin.

When all candidates have been interviewed, the panel will decide on the best person for the post. The appointing manager will arrange to inform the successful candidate as soon as possible, agreeing a commencement date and starting salary.

All interview packs should be returned marked "private & confidential" to the Human Resources Director.

Upon return of the Interview Report Form, the Human Resources Director will:

- telephone all unsuccessful candidates with outcome of interview within one working day, this will be confirmed in writing;
- write to the appointee, offering the post providing satisfactory references and health clearance
- initiate a personnel file and computer entry for the new member of staff;
- notify the Manager if the appointee refuses the offer, or if there are any other details to be cleared.

The Human Resources Director will arrange, in conjunction with the appointing manager an individual program of induction for the new start.

*These policies supplement your terms of employment but are not of contractual effect. Their purpose is to explain the Company's current policies and procedures but they may be subject to change without notice if changes are considered appropriate by the Company or if there are changes in relevant legislation.*

**QRS Market Research LTD**

**Job Vacancy Form**

Is this an established post: YES / NO

Title of Post: \_\_\_\_\_

Department: \_\_\_\_\_

Date when post becomes vacant: \_\_\_\_\_

Who will this be replacing:

Is the post permanent / temporary / fixed-term / free-lance  
(Give details e.g. length of fixed-term contract) \_\_\_\_\_

Salary range: \_\_\_\_\_

Full Time / Part-Time (give number of hours) \_\_\_\_\_

Comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Authorised By (Appropriate Director) \_\_\_\_\_ Date: \_\_\_\_\_