



## **Recruitment and Selection Policy**

### **Who is covered by this policy?**

All line managers (and other staff where relevant).

### **What is covered by this policy?**

This policy covers the principles and processes involved in recruiting and selecting staff.

### **Purpose**

The purpose of this policy is to ensure that all staff understand their responsibilities in relation to recruitment and selection.

### **The policy**

Anti-Tribalism Movement's selection processes are based only on the candidates' ability to do the job, their ability to make a contribution to Anti-Tribalism Movement's effectiveness and their potential for development. Anti-Tribalism Movement does not take into account age, disability, gender reassignment, race, religion or belief, sex, marriage and civil partnership, pregnancy and maternity, and sexual orientation in its recruitment decisions.

### **The process**

When a line manager identifies that a job has become available, they must:

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- discuss the position that has become available with the Leadership Team to ensure that the role is still required, that it needs to be filled by a new staff member and that Anti-Tribalism Movement can afford to replace the position;
- inform the HR Manager, as they are accountable for the recruitment and selection procedure;
- review the current job description and person specification and make any adjustments as appropriate;
- check that the salary level is correct prior to the job being advertised (see Job Evaluation Policy for detail on how to set salaries);
- send the amended job description and person specification to HR Manager;
- meet with [HR Manager] to agree the advertisement and the appropriate recruitment process.

Anti-Tribalism Movement's person specifications will not normally include requirements such as a degree, particular educational background or number of years of experience unless there is a compelling reason to do so and this has been agreed by the Leadership Team if appropriate. This is to reduce the danger of socio-economic background and inequalities being an unnecessary barrier to people applying.

Anti-Tribalism Movement sets its salaries according to the job, what Anti-Tribalism Movement can afford, what is fair in the context of other salaries at Anti-Tribalism Movement and what is likely to attract good candidates – Anti-Tribalism Movement will not amend it for experience or qualifications.

### **Advertising and information about a role at Anti-Tribalism Movement.**

Under usual circumstances, positions which become vacant at Anti-Tribalism Movement will be advertised both internally and externally.

Ordinarily, applicants will have two weeks from the date of the advertisement to apply for the job. They will be asked to submit an up-to-date CV and write a covering letter to support their application.

Adverts will normally advise applicants that Anti-Tribalism Movement does not undertake to respond to every application. Adverts should also advise that applications will be reviewed anonymously – that is details such as the applicants name, gender, age or ethnicity will not be known to those considering the application (see 'Anonymous recruitment' section below).

Anti-Tribalism Movement does not require information about salary history. It does not believe this is relevant when the salary has already been set for the job and that is the salary on offer. All adverts will specify the salary and Anti-Tribalism

Movement's recruitment agency will inform potential candidates that Anti-Tribalism Movement does not negotiate on salaries or terms and conditions.

Anti-Tribalism Movement will treat internal applicants in exactly the same way as external candidates.

### **Anonymous recruitment**

In usual circumstances, all recruitment at Anti-Tribalism Movement should have an 'anonymous CV' stage. This involves removing identifying information from CVs. This system allows Anti-Tribalism Movement to find the best candidate and will help prevent unconscious bias.

The process for anonymising CVs is as follows:

- HR Manager, after discussion with the relevant line manager, will nominate an impartial colleague to remove the names and any other distinguishing features from CVs (such as date of birth and years related to education).
- The line manager will review CVs.
- The names of the candidates will be revealed once the line manager has decided whom to interview.

Applications are sent to email address or means of applying and are monitored by HR Manager, who will forward the relevant ones to the line manager.

### **Using an agency**

The line manager will agree with HR Manager whether this is a role which will be sourced through an agency or advertised directly.

If the vacancy is to be advertised with an agency or agencies, HR Manager will send the job and person specification to the agencies, with the advert, a closing date and the salary.

The agency will supply appropriate CVs for the line manager to shortlist. Anti-Tribalism Movement will request the agency to provide anonymised CVs as explained in the previous section.

Candidates sourced from recruitment agencies will have already been vetted by the agency. References are available on request.

After the closing date, those involved in the interview process will compile a shortlist and invite candidates for an interview via the agency. HR Manager will co-ordinate interview dates with the agency, the applicants and the line manager.

The agency is responsible for liaising with both successful and unsuccessful candidates. The line manager may need to supply feedback after each interview for this purpose.

### **Interviewing candidates**

When applicants are invited to interview, by law, they must be asked if they need any reasonable adjustments so they can attend. This might include, for example, making sure that if the interview is face to face or that it is accessible for an applicant with a disability, or providing the interview questions in advance.

A minimum of two members of Anti-Tribalism Movement's staff will interview all candidates. Under usual circumstances, this should include the relevant line manager and a manager or representative from a different team. Training can be provided to those staff members who have not had experience sitting on an interview panel. Core questions should be the same for each applicant.

After all the interviews have taken place, the interviewing panel will discuss the candidates until a consensus is agreed. If the interview panel members do not agree on who should be the successful candidate, then it will be referred to the position's senior manager.

The line manager should talk to their senior manager before contacting the successful candidate to discuss the preferred applicant and the reasons for offering them the role.

The relevant line manager will contact the successful candidate and, if they accept, a start date will be agreed. The line manager is also responsible for contacting the unsuccessful candidates and offering feedback if required and is not done by the recruitment agency.

### **References and relevant documents**

Once the job is offered to the successful candidate, HR Manager/the recruitment agency will take up relevant references and checks from current or former employers in order to obtain a factual check on the candidate's employment history, qualifications and experience and/or to get an assessment of the candidate's suitability for the post in question. The information requested will include:

- length of employment.
- job title.
- brief detail of responsibilities.
- reason for leaving.

- general performance.
- any other relevant information.

### **Other documentation**

HR Manager will check the appropriate documentation to verify the prospective employee's entitlement to work in the UK.

### **The job offer.**

Once the successful candidate has been offered the role and accepted it, HR Manager will send the offer letter.

If the references are not satisfactory, HR Manager will write to the applicant withdrawing the provisional offer and explain that the reason for this is unsatisfactory references/checks.

If the references are satisfactory, HR Manager will inform the line manager. It is then the line manager's responsibility to organise the new staff member's induction.