

TWI Recruitment Policy and Procedure

POLICY

Aim

The aim of this policy is to enable TWI to attract, recruit and select the right candidates with the right skills to meet its business objectives and to ensure compliance with relevant legislation. The recruitment procedure is intended to provide a consistent yet flexible process throughout TWI.

TWI aims to treat all applicants in a fair and consistent manner and to avoid discrimination. Applicants are objectively assessed against the job profile and TWI Competency Framework, which includes skills, qualifications, knowledge and abilities.

Authority to Recruit

Authority to recruit must be obtained from the Executive or Regional Board prior to the recruitment process commencing whether for additional or replacement employees. In exceptional circumstances applications may be made to the relevant Director for authority to recruit and early approval may then be given by discussion between Board members. Ratification at the next Executive or Regional Board meeting is still required.

Advertisement

All job advertisements should be placed via Human Resources, to ensure legal compliance and corporate standards.

It is company policy to advertise all vacant positions internally except when it is clearly inappropriate or there is a promotion which requires no replacement, for example Project Leader, Technology promoted to Senior Project Leader, Technology within the same section. Exemptions are agreed in advance with the SCC Chair.

Vacancies may need to be advertised nationally in order to meet UK immigration regulations to allow the employment of migrant workers. Human Resources advice should therefore be taken at the start of recruitment.

Confidentiality

Everyone involved in the recruitment process will take reasonable steps at all times, to maintain the confidentiality of applicants and personal data. "Staff in confidence" envelopes should be used when posting information internally and "Private" used when emails or meetings are organised electronically. Applications, results, assessments and references must be kept secure and returned to Human Resources for storage after the recruitment process. Any copies of recruitment documentation should be destroyed.

Non-Discrimination

TWI seeks to recruit through objective assessment against fair criteria and to avoid discrimination on all unlawful grounds (i.e. sex, race, disability, religion, sexual orientation or age). We aim to ensure that all candidates are treated fairly, consistently and in a professional manner and endeavour to monitor equal opportunities through the collation of equal opportunities data from job applicants.

Review

This policy and procedure will be reviewed regularly to ensure legislative changes, best practice and changing business needs are taken into account.

PROCEDURE

Vacancy Approval

The recruiting manager will complete the Vacancy Approval Form on CIPHR for Human Resources to action. The application will then be submitted to the Executive Board Vacancy Approval meeting for approval to recruit.

Vacancy Approval

At the Vacancy Approval meeting the application will either be approved, declined or placed on hold. The recruitment team within People and Culture will inform the recruiting manager of the outcome and if the application is successful, will arrange a Recruitment Plan meeting.

Advertising

To assist the recruitment process the advert may be prepared whilst authority to recruit is sought. When placing advertisements the recruiting manager in conjunction with Human Resources will prepare an advert and agree an appropriate advertising plan. All positions must be advertised

internally unless an exemption is obtained and all positions advertised externally should be placed on the careers page of the TWI website. Human Resources are responsible for all advert placements.

Examples of advertising media include the TWI website, recruitment websites, recruitment agencies, universities and other networks, as well as industry/professional publications and national and local press. When determining an advertising plan, consideration should be given to the cost effectiveness of external media and composite adverts arranged where appropriate. HR guidance will be required for advertising vacancies that may attract migrant worker applicants, in order to meet current immigration regulations.

Applications

All job applications should be submitted in writing to Human Resources. Applications will be recorded and responded to within an appropriate timescale.

General or 'speculative' applications should be sent to Human Resources who will circulate the application to relevant managers for consideration.

Interview Arrangements

Interviews should be arranged via Human Resources to ensure full compliance, and the use of any assessments or exercises should be agreed with Human Resources in advance, to ensure they are appropriate.

To avoid delays in the selection process which may result in the loss of candidates, it is recommended the date of all interview/s should be agreed in advance and included in the advert. To ensure that the recruitment process is prompt and runs smoothly the recruiting manager should liaise with Human Resources to plan interview arrangements, including any assessments or exercises.

Short-listing

All responses to an advertisement are managed by Human Resources. Copies of the applications will be made available for the recruiting manager within 24 hours of receipt or at stages as agreed with Human Resources.

The recruiting manager will identify candidates for interview within a reasonable period after the closing date of the advert. If a delay in short-listing is inevitable, Human Resources will notify all candidates and an expected decision date confirmed with the recruiting manager. Short-listing will assess all applicants against objective criteria related to the requirements of the job as stated in the advert and job profile and using the TWI Competency Framework. Not all competencies can be assessed at this stage but where appropriate they will be taken into account. The 'Shortlist Record

Form' should be completed by the recruiting manager, stating the outcome of each application and including reasons for each decision, and returned to Human Resources along with applications that were not short-listed for interview.

Human Resources will issue written letters of invitation to interview for all short-listed candidates, asking them to confirm attendance and inform us of any adjustments which need to be made for a disability or special need. This will also include any requirements for documentary evidence (e.g. qualifications, eligibility to work in the UK) which the applicant is to bring at interview. Human Resources will write to all unsuccessful applicants at this stage.

The Interview

Human Resources will inform Reception of the candidate's name, interview date and time, and make the necessary housekeeping arrangements.

Candidate's expenses are reimbursed at the TWI lower mileage rate for return journeys of more than 60 miles or the cost of public transport fares. Candidates should complete the 'Interview Expenses Form' with receipts attached and send to Human Resources for processing and payment. Circumstances requiring exceptional expenses should be agreed with Human Resources in advance.

Checks of documents (e.g. qualifications, eligibility to work in the UK) are to be carried out, by Human Resources (or a trained designated person), usually at final interview stage.

The relevant line manager(s), appropriate colleagues and Human Resources may be involved in the interview process. It is recommended that an interview panel contain two or three people, one being the recruiting manager, one an independent manager, and at least one interviewer having attended an interviewing skills training course. For appointments at Project Leader and above there will be a two-stage panel interview process, the first with the recruiting manager and a second with the recruiting Group Manager and/or Director.

Initial telephone interviews are recommended if the candidate is located outside of the UK, before bringing the candidate to the UK for interview. Human Resources will make arrangements for the telephone interview to take place and can advise on how the interview should be conducted.

A summary of employment benefits are available on the TWI website or from Human Resources for interviewers' reference and to explain or give to candidates. The recruiting manager should complete the 'Interview Record Form' stating the outcome of each interview and include reasons for each decision. Human Resources will write to all successful and unsuccessful candidates after the selection process is completed.

Written records

All recruitment-related paperwork must be forwarded to Human Resources immediately after interview, in order to comply with our data retention policy. It is important that interviewer's notes are retained with the vacancy file in HR.

Candidate Feedback

It is good practise to give candidates objective feedback, upon request, on why they were/were not selected at any stage of the recruitment process. Requests for feedback should be made to Human Resources who will arrange for feedback to be provided within a reasonable time period.

Assessments and Exercises

Assessments and exercises appropriate to the role may be required to assess candidates against specific competencies. The selection of assessments and arrangements for administering each should be agreed in advance with Human Resources. Candidates should be informed in the written letter of invitation to interview if they are required to undertake any assessment or exercise as part of the selection process.

It is important to ensure that assessments and exercises are administered and marked in a fair and consistent manner, and results are fed back to the recruiting manager or interview panel consistently. Psychometric assessments must be interpreted by qualified individuals (e.g. the Human Resources Manager) and wherever possible, a feedback report given to candidates or verbal feedback given by a qualified individual.

Examples of assessments or exercises which may be used include IT skills assessments e.g. Microsoft Word or Excel for Secretaries and Administrators; ability or aptitude tests for Trainees or Apprentices; written exercises for Project Leaders; presentations for Business Developers, Trainers and Managers.

The Offer

The Group Manager must complete the 'Job Offer Checklist', obtaining Director or in the absence of a Director, Human Resources, approval and forward to Human Resources for the offer of employment to be written. Starting salaries are agreed at this stage, based upon internal and external benchmarking, which take into account relevant skills, qualifications and competence of the candidate. Any work permit requirements, relocation assistance, or additional terms and conditions should also be agreed at this stage.

Human Resources or the recruiting manager may make a verbal offer prior to the written offer being made. Human Resources will issue the written offer of employment, normally consisting of the contract of employment and Staff Guide. All offers of employment are subject to eligibility to work in

the UK, a satisfactory occupational health assessment, satisfactory references and a probationary period. Offers of employment are held open for a limited period of time.

Appeal

In the event that a candidate is unsuccessful and wishes to appeal the decision, the candidate must submit a letter of appeal within 5 days of the notification of regret to The Human Resources team.

Acceptance

Once Human Resources have received written acceptance of the offer of employment, a start date will be confirmed and references taken up.

Immigration

All offers of employment in the UK are made subject to the individual providing evidence they have clearance to work in the UK. Human Resources will advise whether the candidate is subject to immigration control and determine the appropriate immigration route and work permit application process, if applicable. Time will need to be allowed for this process before the individual can start work.

Health

All offers of employment are made subject to a satisfactory occupational health assessment by completing a questionnaire, which may be followed up by an appointment with our Occupational Physician to establish an individual's fitness for the role. All occupational health assessments are treated in confidence and read only by TWI's Occupational Physician.

References

All verbal and written offers of employment are made subject to the company obtaining satisfactory references. Human Resources should take up references in advance of the candidate's starting date. The original reference will be placed on the individual's personal file in Human Resources and shown to the recruiting manager.

Probationary Period

All offers of employment are made subject to the individual satisfactorily completing a probationary period of six months (or less for short-term contracts). Refer to the Staff Guide for further details.

Induction

Human Resources are responsible for arranging every employee's Corporate Induction programme, i.e. Company Induction, Health and Safety Induction. Human Resources or a Regional Administrator should meet the new employee on the first morning of their first day of employment to ensure all necessary documentation is completed and essential induction information provided. The documents will be held in Human Resources or the Payroll Office as necessary. Once the First Day Induction is complete the employee will begin work in their new section.

Human Resources will issue the manager with the 'Group Induction Checklist', which should be completed with the new employee during their first few weeks, then signed and returned to Human Resources within the first 2 months of employment. The recruiting manager is responsible for arranging the local induction, including identifying a "buddy" for the new employee.