



Recruitment, Selection & Induction Policy
Version 5.0
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1. Title

Recruitment, selection and induction policy

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3. Approval and version control

Approval - HR in line with normal policy approval processes. This policy should be reviewed periodically to ensure that it remains compliant with current legislation and best practice.

Version - The version number on new policies is always 1.0 and should be increased by one whole number each time the policy is edited other than to correct typographical errors. Any updates made to Version 1.0 would be released in Version 2.0.

Name	Title	Date of issue	Version
[REDACTED]	[REDACTED]	14 Aug 2014	0.1
[REDACTED]	[REDACTED]	12 Jan 2015	0.2
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4. Policy statement

The SIA is committed to fairness and equality of opportunity in all areas of employment including recruitment, selection and induction of employees. We aim to treat all job applicants fairly, with dignity and respect, regardless of any factor which is unrelated to their ability to perform in their current or future role.

Failure to follow this policy is unacceptable and could be unlawful. The SIA does not condone such behaviour and may take disciplinary proceedings against staff found to have committed such actions.

5. Purpose – reason for the policy

The purpose of this policy is to state the SIA's position on the recruitment and selection of staff and their induction into the organisation.

6. Scope – who should read this policy

All employees involved in recruitment, selection and induction including non-permanent workers such external secondees, contractors, agency workers and interim consultants. Managers have a specific responsibility to ensure the fair application of this policy. It may be amended by the SIA from time to time.

7. Definitions

As an accredited NDPB, recruitment and selection at the SIA is conducted in line with the Civil Service Commission's Recruitment Principles which requires appointment on "on merit on the basis of fair and open competition" as defined below:

- Merit:** means the appointment of the best available person judged against the essential criteria for the role. No one should be appointed to a job unless they are competent to do it and the job must be offered to the person who would do it best.
- Fair:** means there must be no bias in the assessment of candidates. Selection processes must be objective, impartial and applied consistently.
- Open** means that job opportunities must be advertised publicly. Potential candidates must be given reasonable access to information about the job and its requirements and about the selection process. In open competitions anyone who wishes must be allowed to apply.
- WAT/VAF:** The workforce approval template (WAT) is a Home Office generated form which was introduced when the Government instigated a recruitment freeze in response to the public spending review. At the SIA this has now been replaced with the Vacancy Approval Form, (VAF) which is reviewed and signed off weekly by EDM.
- Dispensation:** Authorisation is sought from the Home Office each year for the Chief Executive to approve recruitment into a specified number of Business Critical roles in addition to his delegated authority for Front-line posts. A similar exercise is undertaken in respect of approvals for Agency Workers and Interim Contractors (both front-line and business critical).
- RaF:** refers to the Recommend a Friend programme which enables any SIA employee to recommend to the organisation a friend or family member for employment.

8. The policy

1. Effective recruitment and selection is central and crucial to the successful functioning of the SIA. It depends on finding people with the necessary skills, expertise and qualifications to deliver the SIA's strategic objectives and the ability to make a positive contribution to the values and aims of the organisation.

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2. The legal requirement, in accordance with Section 10 of the Constitutional Reform and Governance Act, is that recruitment and selection must be made on merit and on the basis of fair and open competition (see definitions above). All three of these elements have to be met for the appointment to be lawful.
3. In addition the Equality Act 2010 makes it unlawful to discriminate against job applicants because of a "protected characteristic". The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
4. If, at any point throughout the recruitment process, it becomes apparent that a potential candidate is known to anyone involved in the recruitment, the person must excuse themselves from the process and this must be declared immediately on the Register of Interests. The interest should be declared via email to [REDACTED] Deputy Director Partnerships & Interventions at: [REDACTED] Further guidance can be found at [REDACTED]

Equal opportunities

5. The SIA's recruitment procedures will be designed to reach eligible candidates from all sections of the community and ensure the selection process is based on the ability of the applicant to perform the job advertised.
6. Procedures will not directly or indirectly discriminate against applicants with protected characteristics as defined by the Equality Act.
7. As applicants with disabilities can be at a significant disadvantage in obtaining employment, the SIA operates a Guaranteed Interview Scheme assuring that any individual with a disability whose application meets the minimum criteria for the post is offered an interview. The aim of Guaranteed Interview Scheme is to ensure that people with disabilities are considered on their ability to do the job, rather than on a stereotypical assumption, and in order to achieve more representative proportion of people with disabilities in the workforce.
8. The Guaranteed Interview Scheme applies to external recruitment and internal promotion. In this way, disabled applicants can be certain that their application will not be disregarded purely because they have a disability and that they will be given an opportunity to demonstrate their potential for the post at interview.
9. The SIA also operates a "no name" policy when sifting CVs to ensure that candidates are selected on merit.

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10. All adverts (internal and external) will normally state the SIA's commitment to equal opportunities and that it welcomes applications from all who believe they meet the essential requirements of the job.
11. The recruitment process is managed by Human Resources (HR) who aim to provide applicants and management with confidential and professional advice. The recruitment and selection process itself involves a cross section of staff and those involved need to ensure that selection techniques are reliable, guard against bias and adhere to all the requirements set out above.

Job descriptions and evaluations

12. Line managers are responsible for drafting job descriptions. Line managers are also responsible for reviewing an existing job description and confirming any changes to HR. If the changes are deemed substantial, the job description will normally be re-evaluated before any recruitment can take place.
13. Line managers should ensure that job descriptions do not directly or indirectly discriminate against applicants. For example, requesting that the applicant has twenty years of work experience would discriminate against individuals based on age and requesting that an applicant is over 5 feet 10 inches tall would indirectly discriminate against women who are on average shorter.
14. The job description should accurately reflect the role and its responsibilities and should detail:
 - Job purpose
 - Reporting relationships
 - Key contacts
 - Grade/Salary band
 - Responsibilities
 - Essential relevant knowledge, skills and experience
 - Desirable relevant knowledge, skills and experience
 - Level of security clearance required
 - Location
 - Date
15. Line managers must seek approval from the relevant Director or Deputy Director for any new or changes to job descriptions before sending to HR for evaluation.
16. Job descriptions will be evaluated and moderated by an HR team or Hay panel and given a score using the Hay methodology.
17. Finalised job descriptions will be uploaded to the establishment list.

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Vacancy Approval Form (previously known as WAT) authorisation

18. A vacancy approval form (VAF) must be completed for any recruitment, whether it is temporary, interim, fixed term or permanent. All recruiting managers are required to complete this template prior to engaging in any recruitment activity. One VAF for each post is normally required.
19. It is the responsibility of the line manager to draft the vacancy approval form. Advice, guidance and support in completing this template is available from the HR Team.
20. All relevant sections of the vacancy approval form must be fully completed. The completed template must specify:
 - the job title;
 - Establishment list reference number
 - the grade and location of the post;
 - whether the post is a new post or an existing post/ who it is replacing;
 - confirmation that the post is already in the establishment list or business plan;
 - how the post is to be filled, ie permanent or fixed term employee or via contingent labour (agency worker or interim contractor); - please see the section on agency workers and interim contractors particularly in respect of IR35 legislation
 - The maximum period of appointment for any Fixed Term vacancies will normally be up to 18 months;
 - the budgetary position and availability for the recruitment (to be sought from Finance);
 - The business case must be completed in all cases (including whether the post is Business Critical or Front Line), demonstrating the essential need for recruitment.
21. The distinction between a Front Line or Business Critical role is available in the recruitment freeze policy which can be found [REDACTED]
22. Once completed, the vacancy approval form must be passed to the appropriate HR representative for review and logging on the recruitment monitor (see relevant section) and for onward submission for approval.
23. All vacancy approval forms need to be submitted to Finance and then to EDM/the Chief Executive for consideration. If the recruitment is for a front line permanent or fixed term post, recruitment can commence once the Chief Executive has signed the template. For business critical posts and those requiring the hiring of an agency worker or interim, the signed VAF must be added to the dispensation before any recruitment can commence.

Advertisements

24. Once recruitment authorisation has been granted via the fully approved VAF, the role can be advertised.

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25. All permanent and fixed term posts must be advertised internally to provide opportunities for continuous development of existing members of staff.
26. To ensure we have the best people and test our standards, vacancies will normally also be advertised externally via the SIA's appointed recruitment partner agencies, currently Capita Specialist Resourcing for fixed term and permanent vacancies, and Brook Street (UK) Limited for temporary agency workers.
27. Senior management positions will be placed with an appropriate recruitment consultancy and relevant procedures followed with guidance from HR. The Civil Service Commission normally chairs external competition at SCS pay band 2 (roles in grades A and B) and must be contacted before proceeding.
28. Prior to advertising, the recruiting manager (panel chair) should schedule interview dates with other panel members and devise the structure of the day(s) (e.g. interview, assessment centre, etc). This information should be included on the advert.
29. Internal and external adverts should normally ask applicants whether they need any 'reasonable adjustments' for any part of the recruitment process
30. HR will draft and post the internal and civil service adverts. Line managers may have an input on the adverts. The closing date will normally be two weeks from the date advertised. A deadline may be extended to allow for late applications, provided that this is done for all applicants.
31. Vacancies which are restricted to internal applicants only will be clearly indicated on the advertisement. All internal applicants will be selected for interview on the same criteria as external applicants.
32. Internal and external advert must state, "This competition is being conducted in line with the *Recruitment Principles* and is being regulated by the Civil Service Commission. Any individual may complain to the Commission that the requirement for appointment on merit on the basis of fair and open competition has not been met; or that any other aspects of the recruitment principles has not been complied with. The Commission can only accept complaints about open (external competition) or internal competition (at C grade and above). Your complaint should first be raised with the SIA's HR function. If you are dissatisfied with the response, then you may refer the complaint to the Commission. This must be done within 12 months of the closing date for the selection in question". A link to the Commission Website and the Civil Service Code should be added to all job adverts.
33. Employees on maternity and long-term sick leave should receive an email to their personal email address which contains details of the vacancy or details will be sent by external post if preferred.

Application process

34. SIA employees can recommend a friend or family member for employment through the Recommend a Friend (RaF) scheme. Please refer to appendix 2 for further information and guidance on how the scheme operates.
35. Internal and external applicants for all posts will be asked to submit a CV along with a cover letter which details how they meet the essential criteria for the role as outlined in the job description. The job description will be provided on the internal advert or to the external recruiting agency.
36. Internal applicants will submit their CV and cover letter to the Recruitment Inbox.
37. All applications are considered private and confidential and should only be made available to those directly involved in the recruitment and selection process.

Selection (permanent and fixed term)

38. Unnamed CVs and cover letters will be forwarded to line managers from HR or the external recruiting agency. For staff still within their probationary period, HR will seek confirmation from their existing line manager that their performance to date is satisfactory. If such staff are successful their probation period would reset to start again when taking up the new post.
39. Two line managers, using the **candidate sift sheet template** and **consolidated sift sheet template**, will CV sift with the help of a member of the HR team (if necessary) and a shortlist of applicants will be drawn up for interview based entirely on merit and suitability for the post, but taking into account the SIA's responsibilities in relation to the guaranteed interview scheme and the Equality Act. CV sifting/shortlisting criteria should be devised in advance by the line manager based on the person specification contained in the job description.
40. The recruitment agency will invite the shortlisted candidates to attend an interview. Internal applicants will be invited for interview via an email from the recruiting manager or HR.
41. A set of questions and any assessments will be agreed by the recruiting manager in advance and will be developed from the current job description for the post. The interview questions should be recorded on the **Interview Questions Template**.
42. Interviews will be held by a panel normally comprising of three persons of which one will normally be a representative from the HR Team or other independent person, ie from a different business unit from where the vacancy exists. Panels should have a subject expert, normally be gender balanced and comprise members from a diversity of backgrounds.

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- However, all panel members should be competent to interview through training, qualification or experience in interview skills/ interviewing.
43. The interviewers will encourage applicants to be at ease during the interview, in order that they can give a fair and accurate impression of themselves. Interviews will be competency based and applicants will be expected to give examples of their previous experience.
 44. All applicants will be asked the same questions normally in the same order, and their responses rated between 1- 6 per competency area. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total points' score. Additional notes may be made by the panel during the interview; however it should be noted that candidates will have access to all information should they request it.
 45. The **Interview Assessment form** should be used to record applicant scores. The chair should collate the scores from each individual on a consolidated sheet. The chair should then ensure this is returned to HR together with the CV sift notes and interview notes from each panel member. The chair should summarise any feedback points for each candidate.
 46. It should be remembered that an interview is a two way process, and applicants will be given every opportunity to ask questions about the SIA, to ensure that they have a full understanding of the post for which they are applying and the way the SIA operates.
 47. In addition to interviews, a range of other selection techniques may be used (eg telephone screening, presentation, assessment centres, psychometric testing at senior levels). In such circumstances reasonable notice and relevant information will be given to ensure that applicants have sufficient time and information to prepare.
 48. All candidates will be assessed on merit, and they should not be treated more or less advantageously because of their previous or current activities, affiliations, or the employment of their friends or family members.
 49. All interviewed applicants will be notified of the outcome of the selection process as soon as possible, by phone, letter or email, normally via the recruitment partner agency. The recruitment manager or HR representative must give the recruitment partner agency the summary interview feedback in order that they can provide a response to each applicant. Unsuccessful internal applicants should be given feedback in person.
 50. At the end of the interview process, line managers should ensure that they return all CV sift and interview notes to their HR representative. All unsuccessful applicants' applications and interview notes will be retained by

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the HR Team, in line with HR's retention schedule, after which they will be destroyed in accordance with the SIA's records management policy.

51. After two rounds of unsuccessful external recruitment via Capita, line managers can engage three additional recruitment agencies to supply candidates. HR will support the recruiting manager to complete an Invitation to Quote (ITQ).

Reserve Lists

52. Where a competition identifies more appointable candidates than there are available vacancies a reserve list may be created. This may be used for up to 12 months to fill the same role or other similar roles with the same essential criteria without further testing of merit.

Exceptions

53. Under section 12 of the of the Constitutional Reform and Governance Act 2010, the Commission has the power to except a selection from the requirement to appoint on merit on the basis of a fair and open competition. This must either be justified by the needs of the SIA or be necessary to enable the SIA to participate in a Government employment initiative. Further guidance is available in the Civil Service Commission Recruitment Principles 2015.

Offer and appointment

54. Line managers should agree a starting salary with HR at the outset of the recruitment process and before any offer of employment is made to ensure consistency of approach. Once agreed, HR should make an offer of employment to the successful applicant, usually the bottom of the advertised salary scale. Exceptionally a new employee may start higher up the salary band or be paid more than existing staff doing the same job but only where this has been justified with a full business case approved by the appropriate Director and EDM.
55. Should the offer be verbally accepted, the HR Team will send the applicant a formal offer letter and a new starter pack which contains the following documents:
 - The relevant security clearance forms (which varies depending on the level of clearance required)
 - Staff Consent to process information form
 - Online pre-employment health questionnaire
 - Pensions questionnaire and auto-enrolment guide
 - New employee data sheet RTI
 - Reference details form
 - Next of kin details form
 - Equal opportunities monitoring form

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56. The applicant will be expected to complete all forms accurately and correctly and return them to the HR Team promptly in order that the security clearance process can be started.
57. In the case of internal applicants, the recruiting manager/HR will also advise the existing line manager of the job offer and check their current level of security clearance against what is necessary for the post applied for.

Pre-Employment Checks

58. It is Government policy that all areas of government and the national infrastructure should include in their recruitment processes certain basic checks. These checks include verification of the applicant's identity, employment history and their right to work in the United Kingdom.

Identification

59. All candidates employed by the SIA must provide the following original documentation:
 - **Passport:** a British, European Economic Area (EEA) or non EEA passport must be supplied.
 - **Croatian nationals:** may need to supply a registration certificate. Further details are available on the UK Visas and Immigration website.
 - **Right to work (non EEA passport holders):** if the applicant holds a non EEA passport, then they must provide proof of right to work in the United Kingdom. This can come in the form of an old style visa contained within the passport, a separate Biometric Visa Residency Permit Card (BVRPC) or certificate of Registration/Naturalisation. If a BVRPC is presented then HR must use the UKBA online checking service to confirm the validity of the card.
 - **National Insurance number:** proof of NI number either in a payslip, NI card or HMRC documentation.
 - **Utility bill:** a utility bill dated in the last six months; however if a council tax bill is supplied, this should be no more than 12 months old.
 - **Bank Statement:** a bank statement issued in the last six months.
60. If the applicant is unable to supply a utility bill, then the HR team can advise on other acceptable forms of proof of address. In all cases applicants should be able to supply a bank statement.
61. The HR team will take colour copies of all ID and certify and date the copies.

Referencing

62. The HR Team must obtain three years of back to back employment or academic referencing prior to confirmation of appointment and the submission of a new clearance application via the Home Office Departmental Security Unit (DSU).

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63. Referencing allows the SIA and the DSU to identify negative behaviours that may not necessarily be revealed in a criminal record background check and may pose a risk to the SIA and any other subsequent Home Office/ Civil Service agencies where clearance may be transferred.
64. For applicants who already hold clearance, the referencing can be undertaken concurrently whilst a confirmation of clearance application is being processed by the DSU.
65. Employment and academic referencing should be obtained from work or institution email accounts and not from personal email accounts (eg gmail, hotmail, yahoo, etc).
66. Any gap in employment/ academic referencing of over a month should be covered by a character reference from a professional person. Character references should be signed by the referee.

Security Clearance

67. Once all references are returned, the candidate's pack will be re-checked and an application for security clearance will be submitted to the DSU.
68. All SIA employees (and agency and interim workers) are subject to security clearance. Clearance must be awarded or confirmed via the Home Office Departmental Security Unit (DSU).
69. Baseline Personnel Security Standard (or "BPSS") describes the pre-employment controls for all civil servants, members of the Armed Forces, temporary staff and government contractors generally. Its rigorous and consistent application also underpins national security vetting.
70. National Security Vetting (NSV) is clearance at Counter Terrorism Check (CTC), Security Clearance (SC) and Developed Vetting (DV) levels. NSV involves additional checks and vetting.
71. Under the terms of the Rehabilitation of Offenders Act 1974, it is reasonable for employers to ask individuals for details of any "unspent" criminal convictions; however, a rehabilitated person is not normally required to disclose "spent" convictions when applying for roles that only require BPSS clearance. Any unspent criminal convictions should be declared to the Home Office Departmental Security Unit when the clearance application or BPSS confirmation of clearance form is submitted.
72. For roles requiring National Security Vetting (NSV) at CTC, SC and DV level, the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 allows employers to ask about unspent **and** spent criminal convictions and police cautions. Any unspent and spent convictions and police cautions should be declared on the Home Office Departmental Security Unit NSV application form or confirmation of clearance of NSV form.

73. Clearance should be appropriately applied to the role being undertaken. For legal reasons applicants should not be over cleared as in these circumstances the SIA will not be protected by the exemption under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 with respect to national security.
74. In addition, Article 8 of the European Convention on Human Rights provides that everyone has the right to respect for his private and family life, his home and his correspondence and that there will be no interference by a public authority with the exercise of this right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others. At CTC, SC, DV levels applicants are asked for information relating to spouses/ partners, former spouses/ partners, parents (including step parents) and therefore, to reiterate, clearance must be appropriate for these reasons.
75. It should also be noted that applicants should not be under cleared in order to get them into post sooner. The Home Office Departmental Security Unit will not process concurrent applications and a BPSS application followed very quickly by an NSV application, may bring our clearance processes into question.
76. At the point of submission to the Home Office Departmental Security Unit a BPSS application can take between two and six weeks. An application at NSV (from the point that an applicant submits their online form via the Foreign and Commonwealth Office portal) may take as little as two weeks and as long as four or five months.

Health assessment

77. The candidate will normally complete an online pre-employment health check which is assessed by the SIA's occupational health provider who provide the results to HR prior to the candidate's start date. Any advice regarding reasonable adjustments will be discussed with the line manager and new hire to ensure that the organisation is able to meet its duty of care.

Confirmation of appointment

78. Once security clearance is obtained the HR Team will liaise with the line manager and applicant to agree a start date for the new hire.
79. The HR Team will send a confirmation of appointment letter to the applicant enclosing a statement of terms and conditions of employment together with the following documents:
 - SyOps Policy
 - People strategy

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- Appraisal guidance
 - Employee Assistance Programme leaflet
80. The signed statement of terms and conditions of employment will need to be returned to HR before the new hire can be added to the SIA payroll.
81. Prior to the new hire starting the line manager should complete, sign and send to the HR team inbox, a staff changes form. This will ensure all the relevant equipment and systems are set up for the applicant prior to their arrival. In the case of remote workers, this needs to be at least four weeks in advance.
82. If the applicant is a remote worker, the staff changes form must be sent by the line manager when the offer of employment is made to enable the ICT team to procure the necessary equipment and have this in place by the agreed start date.

Induction

83. The SIA believes that a good induction policy and process is essential to ensure that all new employees integrate into our organisation quickly and effectively. The importance of an effective induction cannot be over-emphasised. It sets a positive initial impression and can help relieve anxiety. The sooner new entrants feel familiar and comfortable with their working environment, the sooner they will become effective in their job. It can also reduce staff turnover during the first 12 months of employment.
84. To facilitate this period of induction the first two weeks should be designated a 'safety period' during which normal work duties should be kept to an 'introductory' level. The aim of this safety period will be to give the new entrant time to gather the knowledge that will enable them to take on their work duties more effectively.
85. There will be two key parts to the new hire's induction – the HR and line manager elements.

HR welcome

86. The HR team will conduct a welcome meeting with the new entrant, covering the areas detailed in the induction workbook. This will be face to face, and will usually include leave entitlement, booking leave, workstation assessments, the Civil Service Pension Scheme, flexible working, pay dates, the purpose and operation of the probationary period, obtaining an ID Card, dress code, smoking and a tour of the floor highlighting the facilities and emergency exits. It will normally be undertaken on the new entrant's first morning at the SIA.

Line manager induction

87. Line managers should ensure that they carry out the actions identified in the induction workbook and will usually talk to the new hire about working hours, remote working, personal phone calls and internet use, accessing information, etc. The induction should be appropriate to the needs of the new recruit. A programme should be issued to the new entrant on their first day.
88. Line managers should also ensure that new starters are given practical advice about the office environment, eg using the printers, location of the nearest sandwich shops, lockers, work area, etc.
89. Line managers should take time to explain the organisation, the team, the requirements of the job and job description.
90. Line managers must inform new entrants about the training packages they need to complete. These e-learning packages are mandatory and should be completed within the first three months of the new entrant joining the SIA.
91. Line managers should also explain NET consent and the mandatory policies to their new entrants as well as the Declaration of Interest process. Further guidance can be found on:
92. To speed up the integration of new entrants, where appropriate line managers should consider appointing a 'buddy' from within the team who will act as a guide for the new entrant during their first few weeks. The role of the 'buddy' will be to give practical advice about office/ work procedures and can assist the line manager as a point of contact for any questions the new entrants may have.
93. A training needs analysis/personal development plan (please see the Learning & Development Policy for further information) should be carried out in the employee's first two weeks to evaluate training needs for their first three to six months with the SIA and to seek to agree any training required with HR.
94. The line manager should set SMART objectives (Specific, Measurable, Agreed, Realistic, and Time Specific). These objectives should be reviewed during scheduled monthly one to one meetings and at the formal probation reviews.

Agency workers and interim contractors

95. All temporary roles, front-line and business critical will require the completion of a VAF which must be sent to EDM for approval. The pay rate/ day rate needs to be in line with the Government rate card which can be obtained from HR.

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96. Once the VAF is approved, for grades G & H a recruitment requisition form will be sent to Brook Street (UK) Limited detailing the requirements of the role to be filled on a temporary basis.
97. Agency workers and interim contractor vacancies of a grade higher than G or H are sourced/ filled currently via Fieldglass. Guidance on the steps to take in this instance can be obtained from HR who will support the recruiting Manager accordingly.
98. The Intermediaries Legislation (IR35) applies to roles sourced normally through Fieldglass. The IR35 stipulates that public sector end clients or the employment agency are responsible for the Pay as you earn (PAYE)/ National Insurance contributions (NICs) on any payments made to the intermediary.
99. Line managers will work with HR to determine if a vacancy they wish to recruit to falls within the scope of IR35 legislation. Line managers/HR will normally complete an Employment Status Service (ESS) tool found on link <https://www.gov.uk/guidance/check-employment-status-for-tax>. A copy of the output from the ESS tool must be kept/given to HR for audit purposes. The pay/ day rate must be within the defined Government rate card for any role(s) within the IR35 scope.
100. Agency and interim workers should be recruited and selected in the same manner as a permanent and fixed term employees.
101. All agency workers and interims are subject to the same security clearance process as permanent/fixed term staff; however the pre-employment checks (ID and referencing) will be completed by the agency. The agency will also complete the necessary security clearance forms and send the pack to HR for countersignature. HR will seek absolute confirmation from the agency that pre- employment checks have been conducted are satisfactory before submitting the application to the Home Office Departmental Security Unit.
102. Once clearance has been awarded, provided that the HR team has all documentation in place, the applicant may start. The induction process will be adapted to suit the circumstances of the agency worker or interim contractor.

Recruitment Monitor

103. The recruitment monitor is used to monitor recruitment activity and the status of permanent, fixed term and temporary recruitment. It is kept up to date by the HR team.
104. A copy of the approved VAF is attached to each entry on the recruitment monitor and records all activity with respect to the job, the approvals

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process, advertising, interview scheduling and post interview actions for management reporting purposes.

9. Related documents

- Equality & Diversity Policy
- Records Management Policy
- Probation Policy
- Recruitment Freeze Policy

10. Contacts

If there are additional questions, staff should contact the HR team.

11. Links and appendices

Recruitment Monitor:
[REDACTED]

Job description template
Candidate sift sheets
Sift consolidated sheet
Interview question template
Interview assesment form
Vacancy Approval Form (replaces the WAT form)
[REDACTED]

Establishment list
[REDACTED]

Equality and Diversity, Recruitment Freeze and Learning & Development policies:
[REDACTED]

Decalarion of interests guidance
[REDACTED]

Appendix 1

SIA recruitment process and areas of responsibility

Task (Recruitment monitor updated after each task)	Task (Recruitment monitor updated after each task)	Responsibility of line or recruiting manager	Responsibility of HR	Responsibility of Home Office	Responsibility of individual
External recruitment	Internal recruitment				
1. Create and/or review Job Description	1. Create and/or review Job Description	√			
2. Evaluate JD	2. Evaluate JD		√		
3. Agree salary range with HR	3. Agree with HR where in the salary range the role will be advertised	√			
4. Confirm budget for the role with Finance and HR.	4. Confirm budget for the role with Finance and HR.	√			
5. Complete VAF and send to HR	5. Complete VAF and send to HR	√			
6. Send VAF Form and supporting documents to EDM for approval (Business critical, permanent or FTC and any agency or interim roles must then be added to the dispensation)	6. Send VAF and supporting documents to EDM for approval		√		
7. Approve VAF	7. Approve VAF			√	
8. Add CEO approved post to the recruitment monitor and, if a new post, to establishment list along with approved VAF	8. Add CEO approved post to the recruitment monitor and, if a new post, to establishment list along with approved VAF		√		
9. Confirm target start date	9. Confirm target start date	√			
10. Advertise vacancy (internally and externally including CS jobs website)	10. Advertise vacancy (internally and the civil service jobs website)		√		

Task (Recruitment monitor updated after each task)	Task (Recruitment monitor updated after each task)	Responsibility of line or recruiting manager	Responsibility of HR	Responsibility of Home Office	Responsibility of individual
External recruitment	Internal recruitment				
1. HR receive applications from recruitment partner via email	11. HR receive applications via Recruitment inbox		√		
2. Panel sift applications (normally to include HR representative) and complete individual and consolidated sift sheets	12. Panel sift applications (normally to include HR representative) and complete individual and consolidated sift sheets	√			
3. Agree interview questions based on job / person description	13. Agree interview questions based on job / person description	√			
4. Agree interview schedule	14. Agree interview schedule	√			
5. Send out interview invite / rejection letters - normally via the recruitment consultant.	15. Send out interview invites / rejections. Feedback must be given to rejected candidates by the line manager or HR	√	√		
6. Conduct interviews by panel (include HR representative or independent member) and complete individual and consolidated interview record sheets	16. Conduct interviews by panel (include HR representative or independent member) and complete individual and consolidated interview record sheets	√			
7. Verbal offer made to candidate and confirmed by email.	17. Verbal offer made to candidate and confirmed by email		√		
	18. Advise existing line manager of job offer and check clearance level.	√	√		

Task (Recruitment monitor updated after each task)	Task (Recruitment monitor updated after each task)	Responsibility of line or recruiting manager	Responsibility of HR	Responsibility of Home Office	Responsibility of individual
External recruitment	Internal recruitment				
8. Give feedback to unsuccessful candidates via agency	19. Give feedback to unsuccessful candidates in person	√			
9. Offer letter and pre-employment pack sent to candidate	20. Offer letter sent to successful candidate (and revised statement of terms if necessary)		√		
20. Individual sends in documents or arranges to call in	21. Individual signs and returns offer letter to HR				√
21. Photocopy candidate's ID and check returned forms	22. Individual completes clearance upgrade paperwork if required		√21		√22
22. Request and receive references	23. Whilst clearance upgrade is awaited, Line manager seeks dispensation from SIRO	√23	√22		
23. Review references and decision made to continue with offer	24. Comply with terms of dispensation	√24	√23		√24
24. Send security clearance form to DSU	25. Send security clearance form to DSU		√		
25. Process security clearance	26. Process security clearance			√	
26. Once clearance received notify candidate (and agency if appropriate) and agree start date following consultation with line manager	27. Agree start date following consultation with current and future line managers and confirm to candidate in writing		√		
27. Individual confirms agreed start date, depending on notice period	28. Confirm to candidate & line manager once clearance upgrade obtained		√		√

Task (Recruitment monitor updated after each task)	Task (Recruitment monitor updated after each task)	Responsibility of line or recruiting manager	Responsibility of HR	Responsibility of Home Office	Responsibility of individual
External recruitment	Internal recruitment				
Notice period	Notice period				
28. Issue statement of terms to candidate			√		
29. Complete starter/ staff changes form and pass hard copy to HR	29. Complete mover/ staff changes form and pass hard copy to HR	√			
30. HR upload staff changes form to the change tracker	30. HR upload staff changes form to the change tracker		√		
31. Add employee to SelectHR/ payroll/ pensions and establishment list	31. Make changes on payroll/ SelectHR and move employee on establishment list		√		
32. Employee induction (by HR/L&D and line manager) including H&S risk assessment for remote workers	32. Employee induction (by line manager) including H&S risk assessment for new remote workers	√	√		

Appendix 2 - Recommend a Friend scheme internal guidance

1. The name of the policy has been amended from **Refer a Friend** to **Recommend a Friend** as the latter possibly suggests financial incentive for referring a candidate.
2. Any SIA employees wishing to Recommend a Friend need to pass on the vacancy details and recruitment email address to their Friend. The email address is [REDACTED]. Their application must include a cover letter, CV, the role they are applying for and name of the referrer/SIA employee who recommended them.
3. HR will then forward the application to the appropriate recruitment agency (normally Capita) specifying that the candidate has been recommended to us by an internal candidate.
4. The recruitment agency will assess and shortlist a Recommend a Friend CV as they would with any other application. There is no advantage or disadvantage for any application submitted under this scheme.
5. If a candidate is selected by the recruitment agency, they will be included in the shortlist like any other externally sourced applicant.
6. If a candidate is **NOT** selected by the recruitment agency, feedback will be provided and reasons given to the HR contact to then pass on to the referrer and applicant.
7. The Line Manager/members of interview panel will then sift and select candidates for an interview. Reasons for rejecting an applicant will be given to the recruitment agency by HR to feedback to applicant.
8. Interviews and any relevant assessment will be conducted as normal.
9. Offer or Rejection is made:
 - If **OFFERED** – the agency will make an offer in line with the HR recommendation. From here on the process will be the same for any other applicant.
 - If **REJECTED** after interview – feedback will be given as for any other candidate. This feedback will go directly to the applicant via the agency.

CONFLICT OF INTEREST: If the referrer has involvement in the recruitment process (e.g. CV sifting, interview panel) this **must** be declared as soon as possible so that alternative arrangements may be instigated. Any potential conflict of interest must be declared to the Deputy Director, Partnerships & Interventions and any resulting guidance complied with accordingly.