

Recruitment and Selection Policy

Recruitment and Selection Policy

1. Purpose

The purpose of this recruitment and selection policy is to ensure:

- a professional and consistent approach to recruitment and selection;
- adherence to Monitor's Equality and Diversity Policy (available on Connect2) and relevant employment legislation;
- that members of staff are recruited on the basis of their ability; and
- managers are able to attract and recruit high calibre staff.

2. Scope

This policy applies to all internal and external applicants for Monitor jobs.

3. Policy Statement

3.1 We want to constantly improve our performance as an organisation. In order to make this a reality, we need to recruit from the widest possible pool of talent.

3.2 Monitor aims to attract and recruit people with diverse backgrounds, skills and abilities, who will enhance the quality of service and contribute to Monitor's success.

3.3 Monitor is committed to providing opportunities for development and career progression to current employees. This means that Monitor will normally advertise vacancies both internally and externally. However, in exceptional circumstances and on rare occasions, there may be a strong business case for making appointments without advertising the opportunity.

3.4 In order to achieve these objectives Monitor will:

- ensure that every director regularly reviews the organisation of their directorate and the job responsibilities and roles of individuals within it. This will be completed through the individual performance review process, when a vacancy arises, and at regular resource planning meetings;
- ensure that managers consider the extent to which vacant posts could lend themselves to flexible working (e.g. job sharing) to attract a wider range of candidates;
- endeavour to reach traditionally under-represented groups and ensure that discrimination does not take place at either the attraction or selection stage;

- ensure that, where a vacancy exists, posts are normally advertised externally, unless exceptional circumstances exist;
- ensure that recruitment procedures are regularly updated in line with changes in legislation and best practice;
- ensure that the administration of the selection process is user friendly and carried out to the highest professional standard.

4. Responsibilities

Managers and the Recruitment and Resourcing Team are responsible for different elements of the recruitment process. The split of roles and responsibilities is detailed in the Best Practice Recruitment Guide for Managers. Please also see Appendix One which sets out the roles and responsibilities of Monitor's Resourcing and Recruitment Team and the role of the Manager.

5. Identification of a Recruitment Need

- 5.1 If an established post becomes vacant or a new position of any nature is proposed, the line manager/hiring manager, should advise Human Resources (HR). Approval for recruitment will be sought from the appropriate Executive Director and, if applicable, other governance controls will be observed before recruitment commences.
- 5.2 When approval has been granted, consideration should be given to whether the main accountabilities of the role could be satisfactorily met on a part-time or job-sharing basis.

6. Job Description and Person Specification

- 6.1 A job description is a key document in the recruitment process and must be finalised prior to taking any further steps in the process. In instances of a new role or material changes to an existing role, HR will support the manager in drafting this document.
- 6.2 Within the job description, there will be a section dedicated to the person specification, which outlines the essential and desirable criteria (including qualifications, experience, knowledge, skills and expertise required to perform the job). The detail set out in the person specification will provide the criteria against which a candidate can be assessed throughout the recruitment process.

7. Advertising the Vacancy

7.1 Internal methods

Monitor may use a number of internal advertising methods such as Inside Track, HR Updates and connect 2.

Where exceptional circumstances apply, the appropriate director may, in consultation with the Director of HR & CS (or with the approval of the Chief Executive where the Director of HR & CS is the appropriate director), take a decision not to advertise a role internally. Every effort will be made to explain the reason for the decision to the relevant team as soon as possible after the appointment is confirmed.

7.2 External methods

Monitor may use a number of options to generate interest from individuals outside the organisation, including placing advertisements via recruitment agencies, in newspapers, specialist journals, on online job boards, on Monitor's careers portal, recruitment microsite: joinmonitor.com and LinkedIn page.

As per the rules set out in the Employee Referral Programme, an incentive may also be offered to existing employees to assist in the recruitment of their personal contacts. This programme will normally be used alongside other attraction channels in order to generate a larger pool of candidates.

Irrespective of the medium used, all advertisements need to be designed and presented effectively to ensure that the widest ranges of high-calibre candidates are attracted. Advertisements must be non-discriminatory and include Monitor's diversity statement.

In order to provide candidates with sufficient information with which to make their decision about applying for the post, the job description will be made available on the Join Monitor website, supported by the "Working at Monitor" document.

8. Applications and Shortlisting

- 8.1 In order to facilitate a time-efficient process and minimise the burden on the majority of Monitor's highly skilled candidates who often prefer to meet with recruitment agencies, Monitor will, where appropriate, accept the submission of a curriculum vitae as an application for a vacancy. In some instances, Monitor may ask candidates to submit further information to demonstrate their suitability for the role (e.g. how they meet the advertised criteria in a cover letter).

8.2 The panel must treat applications confidentially and ensure they are assessed consistently against the criteria. The panel is also responsible for recording the reasons why candidates are shortlisted or not shortlisted.

9. Interviews and Selection

- 9.1 Once the candidate has been successfully assessed by the Recruitment Agency (which may include a telephone interview/face-to-face interviews and/or a series of assessment tests), they will be invited to attend an interview with a panel at Monitor as a minimum requirement, and may be required to complete assessments such as case studies, presentations and/or other job-related exercises. There may also be the requirement for candidates to attend a second interview.
- 9.2 In some instances, it may be necessary for a Monitor representative to meet candidates before a formal interview process. This may be conducted at a candidate's request in order for the individual to find out further information about Monitor. Alternatively, the meeting may be called at Monitor's request in instances where the availability of Monitor's senior managers is such that further screening needs to be undertaken before formal interview. In the latter instance, the representative will be required to make a record of the reason for or against the further progression of the candidate's application.
- 9.3 The panel will ensure candidates are assessed consistently against the criteria and the reasons for selection and non-selection must be recorded.

10. Appointing new employees

- 10.1 HR will normally make the offer of appointment to the preferred candidate(s) either directly or via the recruitment agency. Upon acceptance, HR will liaise with candidates and confirm the appointment once the formalities have been completed (i.e. satisfactory references from last two employers, work health assessment, confirmation of educational and/or qualification, and confirmation of right to work in UK).
- 10.2 These requirements should be completed before the new employee takes up post. HR must approve any exceptions in advance of formal appointment.

11. Equal Opportunities

11.1 Discrimination

Throughout the whole recruitment process, it is vital to avoid discrimination as this can give rise to a claim for unlimited damages before an employment tribunal. Under employment law an employer **must not** discriminate on the protected characteristics of age, gender, gender reassignment, pregnancy, marital status or civil partnership, race, colour,

ethnic or national origin, nationality, citizenship, disability, sexual orientation, religion, belief or previous convictions (except for posts exempt under the Rehabilitation of Offenders Act).

Monitor will also not discriminate either directly or indirectly, on the grounds of politics, official trade union activity or any grounds that are not justifiable at any stage of the recruitment and selection process or during employment.

Please refer to the Equality and Diversity Policy for an explanation of the various types of discrimination.

Those carrying out recruitment on behalf of Monitor may be held personally liable for any discriminatory acts committed by them.

11.2 Disability and Two Ticks Symbol

Monitor has been awarded the Two Ticks Symbol and has made a commitment to interview all candidates with a disability who meet the minimum criteria for a job vacancy and consider them on their abilities. Reasonable adjustments to the job description, person specification, selection criteria, and hours of work will be considered where reasonable and practicable.

11.3 Other policies

Managers should also be aware of the following policies, which have relevance when recruiting employees:

- Equality and Diversity Policy;
- Work Life Balance Policy (incorporating the flexible working policy); and
- Best Practice Recruitment Skills Guide for Managers

11.4 Equal opportunities

HR will maintain records of successful and unsuccessful candidates in order to monitor progress of equality of opportunity. A review of progress will be carried out on an annual basis and the results will be shared with the Executive Committee.

HR will carry out investigations where cases of discrimination are suspected and where it is found that individuals from particular groups:

- do not apply for employment or promotions, or fewer than expected apply;
- are not recruited or promoted at all, or are appointed in a significantly lower proportion than their rate of applications or

- are concentrated in certain jobs/grades/teams and there appears to be a point beyond which they do not rise.

12. Data Protection/Confidentiality

Monitor will keep confidential all candidate information gathered through recruitment campaigns and will fulfil the requirements of the relevant legislation, including the Data Protection Act 1998. For further information, please refer to the Data Protection Policy.

13. Complaints

13.1 HR will review any complaints made on the grounds of discrimination.

13.2 Complaints from external candidates will be investigated by the Director of HR and CS or, if more appropriate, a Legal Director and responded to within 14 days. Complaints from internal candidates will normally be processed in the same way.

13.3 Any acts of discrimination and/or abuse of the recruitment process by Monitor employees may be treated as a disciplinary offence, which will be considered under the Disciplinary Procedure and could result in dismissal.

13.4 A candidate complaining of unlawful discrimination in recruitment will have the right to bring an Employment Tribunal claim.

14. Queries

Any queries relating to this policy should be addressed to the Head of Resourcing and Recruitment.

This policy has been in operation since 2004 was updated in November 2008, July 2011 and last updated June 2013.

Appendix One

Responsibilities of managers and the Resourcing and Recruitment Team.

Manager Responsibilities
Campaign Planning: <ul style="list-style-type: none">• Discuss the campaign timetable with Resourcing and Recruitment team, sign off job descriptions and agree any particular requirements with the Resourcing and Recruitment team.• Review progress with Resourcing and Recruitment team as required.
Monitor Interview: <ul style="list-style-type: none">• Schedule interview date with Resourcing and Recruitment team and agree panel representatives.• Review candidate information supplied by Resourcing and Recruitment team from recruitment agency selection process.• Agree questions in conjunction with HR for interview/s, assessment tests and case studies if required.• Conduct interview.• Debrief interview (including looking at case study results) and agree feedback points for each candidate.
Candidate Offer: <ul style="list-style-type: none">• Candidates who are successful at the Monitor interview stage will be verbally offered the role by the Resourcing and Recruitment team and will discuss any terms and proposed start date with line manager.• Unsuccessful candidates will also be informed verbally and in writing.
Accept or Decline Offer: <ul style="list-style-type: none">• If the candidate accepts the offer their salary and other relevant details will be inputted into the Applicant Tracking System (ATS).• Reference checks will be requested, checked and confirmed.• A new employee pack will be sent to successful candidates setting all pre-joining details and inviting them to attend the Welcome Programme (induction).

Resourcing and Recruitment Team Responsibilities
<p>Campaign Planning:</p> <ul style="list-style-type: none"> • Agree campaign timetable, job description and requirements with the manager. • Confirm timetable and any variants to recruitment process with recruitment agency • Load job details onto the ATS.
<p>Quality Review checks:</p> <ul style="list-style-type: none"> • Review all of the processes taking place in between candidates and the Recruitment Agency to ensure everything is quality checked and adheres to Monitors requirements. • All quality reviews will take place via the ATS. • Once this review has been completed a feedback form will be completed by the HR Team, which will then be stored on the ATS to be used to subsequently to check validity of the selection process against subsequent employee performance.
<p>Monitor Interview:</p> <ul style="list-style-type: none"> • Once the candidate has been successfully assessed by the Recruitment Agency (which may include a telephone interview/face-to-face interviews and/or a series of assessment tests) they will be invited to attend an interview with a panel at Monitor. • Resourcing and Recruitment team will agree with the manager recruiting, the recruitment panel a set of competency based questions for the interview. Along with any assessment requirements including a case study or assessment as required. • Resourcing and Recruitment team administer case study before interview. • Resourcing and Recruitment team and the manager conduct the interview and debrief afterwards.
<p>Candidate Offer:</p> <ul style="list-style-type: none"> • Resourcing and Recruitment team/the Recruitment Agency will contact the candidate and advise them whether they are successful or unsuccessful. • Unsuccessful candidates will be offered feedback verbally and in writing.
<p>Accept or Decline Offer:</p> <ul style="list-style-type: none"> • If the candidate accepts the job offer HR will ensure that all role-related and personal details required are correct and agreed and recorded on the ATS. These items include successful reference checks, salary details, start date and other relevant details. Test results will also be stored within the ATS system.