

## Recruitment & Selection Policy

Updated May 2010

Hulme Upright aim to attract, select, recruit and retain quality employees who identify with and will therefore promote the culture and aims of the Practice to ensure a lasting and effective employment relationship.

### Recruitment and Selection

The successful recruitment of employees to Hulme Upright requires a careful and structured approach to ensure that all new employees satisfy the current requirements of, and identify with the culture and aims of the Practice.

The recruitment and selection process is managed by the Personnel Management Team and in particular the Personnel and Training Director together with our external Human Resource consultants, who provide regular and relevant training in all aspects of employment law and policies in particular gender, disability and racial equality in recruitment, selection, training, promotion, discipline and dismissal of staff.

The team includes the Managing Director and Personnel Director.

The Personnel Director is responsible for all in-house training of managers in respect of these important issues

Where a post becomes available through the resignation or retirement of an individual rather than due to workload pressures, the current workload and Business Strategy must be reviewed to identify the requirements of the post which may be different than previously. Wherever possible internal transfer, promotion and development should be considered in preference to recruitment. This however may leave another post vacant and this post may then need to be considered in the context of recruiting a replacement.

The following two procedures apply to all appointments and thereafter where recruitment is via the advertisement, interview route

### Job Description

For each post within the Practice there must be an up to date job description outlining the duties and responsibilities required of the postholder, based upon the standard Practice job description for that post. This must be reviewed and updated when the position becomes available. Copies of standard and individual Job Descriptions are held on a central file and can be obtained from the Personnel Director.

*(Responsibility: Personnel & Training Director & Team Director/s)*

### Person Specification

A Person Specification should be drawn up to identify the qualities and attributes required to fulfil the requirements of the Job Description. Care must be taken not to seek to replicate the previous postholder but to recruit the most suitable person for the post as identified above. An objective view must be taken.

*(Responsibility: Personnel & Training Director & Team Director/s)*

At this time the salary range and package may also be decided.

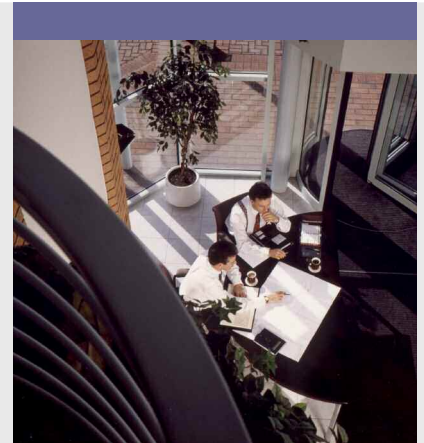
*(Responsibility: Personnel Director and Team Director/s)*

### Advertisements

Advertisements will be placed in selected media to attract applications from the widest range of suitable applicants.

Care must be taken when wording the advertisement to ensure that it truly reflects the position advertised.

The advertisement should project a positive and professional image of the Practice and also reflect the culture and ethos of the organisation to attract applicants who identify with this.



**David Morrey**  
Managing Director  
For and on behalf of Hulme Upright

**Lee Grady**  
Personnel Director  
For and on behalf of Hulme Upright

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The advertisement should request letters of application enclosing a current CV and should display the 'Disability Symbol' and Equal Opportunities statement to encourage applications from all suitable applicants and also the Investors in People mark to communicate the Practice's commitment to training and development. Where possible the corporate identity should be utilised. A closing date for applications must be specified to enable efficient processing of applications.

*(Responsibility: Personnel & Training Director)*

### Shortlisting

The shortlist for interview must be undertaken as soon as possible after the closing date for applications. When shortlisting applications assessment must be made against the agreed criteria as specified in the Person Specification to allow an objective selection and to prevent possible claims of discrimination.

*(Responsibility: Personnel & Training Director and Team Directors)*

Shortlisted candidates will be notified by Standard Letter R&S1 and invited to attend an interview at a date and time previously determined by the members of the interview panel (see below). For technical posts, candidates will be asked to bring along a portfolio of their recent work.

At this time unsuccessful candidates will be notified immediately by Standard Letter R&S2.

*(Responsibility: Personnel & Training Director)*

### First Interview

The interview panel must be selected to reflect the vacant position in terms of skills and knowledge required, and seniority. Interviewers should meet briefly beforehand to agree the format of the interview. The Personnel Director will be present to cover items relating to conditions of employment, training and development issues and to act as facilitator ensuring consistency.

Questions will be devised to establish the knowledge, skills, experience and suitability of the applicant in line with the requirements of the Person Specification.

***At no time will the sex, race or disability of an applicant have any influence on a recruitment decision where the applicant can demonstrate the qualifications, knowledge, skills, experience and characteristics required for the post.***

### Second Interview

Where a second interview is required the shortlist should be decided at the time of the initial interviews by the panel. Second interviews will normally include a short presentation. The brief for this presentation will also be decided at this time.

*(Responsibility: Interview Panel)*

Unsuccessful candidates will be notified immediately by Standard Letter R&S3

Presentation brief and invitation to second interview to be issued immediately to selected candidates.

*(Responsibility: Personnel & Training Director)*

The second interview/presentation will take place as before attended by the Managing Director and/or the Deputy Managing Director and the Personnel & Training Director.

### Selection of successful candidate.

#### Selection Tests

Where the appointment is a senior one with clear management promotion prospects a further stage in the process will include the use of selection tests to confirm the suitability of the selected candidate and not as a selection method:

1. Psychometric - mental ability or job skill/knowledge
2. Personality - characteristics and traits

These tests will be administered by an external provider until such time as the Practice has an in house trained specialist.

Liaison with external provider and invitation of successful candidate to testing stage - Standard Letter R&S4.

When available the results will be provided confidentially to the Senior Management Team and the selection decision confirmed.

### Appointment

An offer of employment will be made to the successful candidate by telephone and the name of a referee requested (where not previously provided). Following receipt of satisfactory references the offer will be confirmed by a letter of appointment - Standard Letter R&S4 outlining conditions of employment, details of which must be agreed by the Senior Management Team. This letter requires written acceptance.

All employees must have a letter of appointment PRIOR to commencing employment.

Notify unsuccessful candidates. (The timing of the notification of unsuccessful candidates may depend upon the acceptance of the successful candidate, where another candidate would be equally suitable.)

*(Responsibility: Director and Personnel Director)*

### Probationary Period

Every new appointment is subject to a probationary period of three or six months, following the successful completion of which the main benefits provisions are applied as outlined in the letter of appointment.

The Senior Management Team will agree the continuation of employment and Standard Letter R&S6 will be issued.

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### Agency Recruitment

The use of outside agencies to facilitate a permanent appointment must be agreed with the Senior Management Team PRIOR to their involvement. In all such cases a copy of the Agency Terms & Conditions should be supplied to the Personnel Manager.

Due to the cost implications of an employee leaving the Practice after a short time a regular review of his/her performance must be undertaken to ensure that unsuitable appointments are identified as soon as possible and to ensure the maximum refund of the agency fee possible.

This period of review will be in the most part governed by the timescales on the sliding scale of refunds contained within the Agency Terms and Conditions.

### Monitoring and Recording Job Applicants from Minority Groups

An analysis of the gender, ethnicity and any disability of applicants is to be kept for each position advertised. This information will be transferred to a master list of all applications received for all positions during a 12 month period and analysed to identify any under representation of a particular minority group.

*(Responsibility: Personnel & Training Director)*

### Monitoring of numbers of employees from Minority Groups

A record of existing staff subdivided by gender, disability and ethnicity will be maintained and regularly reviewed by the Personnel Director.

Where under-representations of particular groups is identified, steps will be taken to review relevant recruitment criteria, retention policies and training and career development procedures. Any changes deemed appropriate will be made and the relevant training provided to all staff.

The policy is reviewed in April each year by the Managing Director, Deputy Managing Director and Personnel Director.

The revised documents are thereafter signed off at the first Directors meeting of the new financial year. Any revisions are reported, or consultation conducted on a monthly basis at the staff meetings chaired by the Managing Director and where appropriate specific training activities will be organised to address any revisions to policy and procedure.