

RECRUITMENT & SELECTION

1. POLICY STATEMENT

SEEDA is committed to a fair and effective recruitment and selection process that efficiently and effectively attracts and acquires the high calibre of employees required to fulfil SEEDA's objectives, whilst having regard for all individuals concerned.

Along with recruiting able, motivated and suited individuals for vacancies within SEEDA, this policy ensures that existing members of staff are given the opportunity to develop and progress their career within SEEDA.

In order to achieve these objectives, SEEDA will:

- Review its recruitment and selection procedures regularly in light of changes in employment legislation and best practice
- Monitor each recruitment and selection exercise, assessing results quarterly
- Offer training and coaching to all individuals involved in the recruitment and selection process, including training on recruitment and selection techniques and on the importance of equal opportunities throughout the process.

2. ETHICAL FRAMEWORK

SEEDA's full commitment to the policy of equal treatment of all employees and job applicants is set out in SEEDA's Equal Opportunities Policy. Working alongside that policy, SEEDA's recruitment and selection procedures aim to ensure that:

- Candidates are treated fairly and not discriminated against on the grounds of sex, race, religion, age or disability.
- Candidates are treated courteously and honestly. They will be given all the information they need about the company and the role so that they can make an informed decision about whether or not to accept an offer of employment.
- Good professional practice will be followed in interviewing, selecting and using tests – results of such tests, along with

interview feedback, will be carefully and considerately fed back to those candidates who want to know how they performed in lay terms.

3. RESPONSIBILITIES FOR RECRUITMENT & SELECTION

SEEDA's procedures, whilst being managed centrally by the Personnel team, allow for departmental and management involvement and consultation through the entire recruitment and selection process.

The Personnel team will handle much of the recruitment and selection activity, in order to take advantage of experience and economise on effort:

- SEEDA's overall priorities and requirements will be more clearly recognised and met, as well as the objectives of individual departments and teams.
- To provide a reference point for communication, external queries and applications.
- To standardise communication and to reinforce SEEDA's corporate image, enabling consistency of advertising style, effective cost control and maximum media buying power.
- Potential spotted in candidates may not be appropriate to the post for which that individual applied, but may be relevant to another vacancy.
- The volume of administration and the need for specialist knowledge of the changing legal and employee relations requirements, mean that a specialist function may be more effective.

Management and departmental involvement is key to an effective recruitment and selection process through:

- Establishing contact between the manager and applicants early on in the recruitment process, leading to improved shortlisting and self (de)selection.
- Ensuring that department and functional staffing needs are closely met.

- Enabling continuous personal development, through utilisation of the transferable skills developed through involvement in recruitment and selection.

4. PROCEDURES

This policy recognises the individuality of each role within SEEDA. Therefore the recruitment and selection procedures to be followed allow for a degree of flexibility and provide scope to tailor each recruitment and selection exercise to its particular vacancy and the needs of the recruiting department/team. The Personnel team will involve the nominated contact(s) of the recruiting department throughout the recruitment and selection process and will be available to advise on the recruitment and selection methods available, and the process to be followed at all times.

5. PART-TIME WORKING AND JOB-SHARING

SEEDA encourages flexible working practices that allow staff to achieve a reasonable balance between their personal and working lives. All recruitment within SEEDA will be considered for both part-time working and job-sharing. Both internal vacancy bulletins and external advertisements will state whether or not a position is suitable for part-time working and job-sharing.

6. INTERNAL RECRUITMENT

All permanent and fixed-term appointments will be advertised internally in the Internal Vacancy Bulletins.

Internal recruitment does not circumvent equal opportunities legislation or SEEDA's equal opportunities policy and the procedures for recruitment and selection detailed in this policy must be adhered to.

Internal applicants expect, and are entitled to, the same treatment as external candidates. Therefore no internal candidate will be subjected to favourable or unfavourable discrimination throughout SEEDA's recruitment and selection activities.

7. TEMPORARY RECRUITMENT

Recruitment for temporary vacancies within SEEDA may be considered as developmental and present learning opportunities for existing staff. These temporary assignments enable staff, with the required abilities and skills, to experience working within a different role or team. The position left vacant by the internal 'temporary' will be filled, on a temporary basis, by either internal or external means.

The responsibilities of the internal 'temporary' along with their departmental needs will be taken into account, and the assignment will be discussed between the Personnel team and all managers and individuals involved, before any such assignment is undertaken.

If no suitable internal applicant is identified for a temporary position within SEEDA, the Personnel team will then seek to fill the vacancy by alternative, and possibly external, methods.

8. THE APPOINTMENT PROCEDURE

All offers of appointment are subject to the receipt of two satisfactory references, one if the successful candidate is known to SEEDA e.g. through a recruitment agency or secondment, and work to date has been satisfactory, and a satisfactory health questionnaire being received.

9. REFERENCES

The Personnel team will take up written references, following approval from the successful candidate, enclosing a copy of the job profile for the role. These references will then be reviewed by the Personnel team and the manager of the appointee.

References will normally be sought from a candidate's current or most recent employer and one previous employer. Personal, or character references will only be considered when two employment references are unavailable, e.g., young people new to employment and in cases where individuals have been out of the employment field for some time.

Where the candidate is reluctant to allow employment references to be taken up, full reasons should be given in writing to the Personnel team who will, in consultation with

the manager of the post in question, give consideration to their objections.

10. FAILURE TO APPOINT

If a recruitment and selection process has been unsuccessful, the Personnel team will discuss, and advise on, the next step in the process with the departmental contact(s) involved in the selection.

Where it is decided that the vacancy should be re-advertised in another publication, previous applications or shortlisted candidates will not be interviewed/re-interviewed for the same post as this would be contrary to the process developed to ensure equality of opportunity. Any subsequent advertisement will include a statement indicating that it is a re-advertisement and the previous applicants need not apply, for this reason.