



PSPS Recruitment Policy

01/10/2023

1. Document Control

Version Control

Issue Number	Issue Author	Issue Date	Reason for Issue
1	Head of HR & OD	16/10/2023	Policy needed development; merged with DBS policy and Recruitment of Ex offenders' policy
		Click or tap to enter a date.	
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Approval Control

Issue Number	Approval Authority	Name	Approval Date	Due for Review
1	PSPS Board		30/10/2023	
			Click or tap to enter a date.	
			Click or tap to enter a date.	

Policy Governance

Responsible	Head of HR & OD
Accountable	PSPS Managers
Consulted	PSPS – Board; Unison; Staff Forum
Informed	PSPS Employees

Table of Contents

1. Document Control
2. Policy Overview
3. Job Descriptions & Employee Specification
4. Advertising vacancies
5. Application Assessment
6. Interviews & Assessment
7. Pre Employment checks
8. Equality, Diversity & Inclusion
9. DBS & Recruiting Ex Offenders
10. Review

2. Policy Overview

This Policy details the responsibility for appointing internal and external candidates, including Apprentices. The Policy and procedure guidance should be followed to ensure that practices and standards are consistent and effective. The recruitment process and selection must be fair and transparent ensuring consistency and be non-discriminatory resulting in the best talent being selected for the job whilst ensuring adherence to legal requirements.

This policy provides guidance on the roles and responsibilities in resourcing and the guiding principles in developing job descriptions and adverts, shortlisting and selection process to ensure the best people are selected for the role and provides information on organisational compliance requirements.

Introduction

This recruitment policy sets out the key principles which guide PSPS's recruitment and selection process. PSPS is committed to ensuring that its recruitment and selection process is a positive experience for all candidates; is inclusive and is applied consistently and to a high standard by anyone undertaking recruitment activity on PSPS behalf.

Policy Commitment

Managers and the PSPS Recruitment team will work collaboratively, to recruit the person who is most suited to the job. Selection will be based on the applicant's abilities, potential and individual merit as measured against the criteria for the job. Qualifications, experience, and skills will be assessed at the level that is relevant to the job. To ensure our recruitment practices are inclusive recruiting Managers should ensure consideration is given to transferable skills and experiences as well as qualifications. We are keen to attract new talent to our organisation as well as create opportunities for our existing workforce to develop and be able to move around our organisation. When recruiting the company's mission, vision and values drive who and how we recruit – at PSPS we want to employ staff who embody our values of Professionalism, Once Team, Innovative, Supportive and Excellence.

Responsibilities

Role	Responsibility
Hiring Manager Responsibilities	<ul style="list-style-type: none"> • Planning the recruitment campaign, ensuring there is enough time, to draft relevant documentation, advertise the role, shortlist, interview and appoint taking into consideration notice periods. • Obtain the appropriate approvals before recruiting to any role. The same process follows whether replacing a leaver or creating a new post and subject to budget. • Develop job descriptions and advert content to provide to the recruitment team, ensuring they are accurate and up to date and reasonable with regards to requirements. • Reviewing applications as they come in and responding to applicants promptly to ensure candidates are kept informed and engaged. • Creating interviews and assessments ensuring they are suitable to the role and reflective against the PSPS values; and consider reasonable adjustments when required. Conducting interviews and assessments with a focus on ensuring we are getting the best from the candidates and deliver a positive and engaging experience. • Hiring managers are responsible for setting up interview panels and find the independent panel member. • Making sure the checked and verified right to work documents and interview notes are provided to the recruitment team. • Offering a role to the successful candidate in line with the approved vacancy details and ensuring feedback has been provided to all unsuccessful candidates encouraging where appropriate to apply for future roles with PSPS. • Keeping communication with your new starter and ensure all equipment and preparations are in place for their start date.
HR Responsibilities	<ul style="list-style-type: none"> • Advise managers on job descriptions, adverts, shortlisting all the way through to hiring stage. • Understand current market trends and advise on the best solutions and how to adapt to ensure best practice and lawful. • Support and provide guidance for managers on the recruitment system when required. • Ensure the right documents are received from the hiring managers for audit trail including approvals, interview notes, job descriptions, offers and right to work documents. • Carry out the onboarding checks and issue contracts

3. Job Descriptions & Employee Specifications

- 3.1 Before initiating the recruitment process, the hiring manager should review the Job Description and person specification for the role and consider if any changes or updates are required. It is important that we review and refresh our documentation at each recruitment journey, to ensure it remains relevant and up to date.
- 3.2 The Job Description will describe the job purpose, a summary of key accountabilities and responsibilities, level of seniority associated with the role. The employee specification will describe the type of qualifications, training, knowledge, experience, skills, aptitudes, competencies, and personal attributes required for effective performance of the job.
- 3.3 When drawing up the criteria, hiring managers should ensure that the requirements for the post are not artificially inflated to exclude certain categories of candidate. This is particularly important for equal opportunity purposes. Any attribute must be wholly job related and justified in terms of job performance. When reviewing the Job Descriptions, careful consideration must be given to whether skills and qualifications are necessary and relevant to the role and whether they are essential or desirable.
- 3.4 Consider whether the vacancy is open to applications from candidates who may be part qualified or able to demonstrate relevant experience/potential and may be appointed to a development/trainee role whereby the salary will be commensurate with experience. For example, potential for the part/non-qualified candidate to be appointed on a lesser grade with a commitment to support training/qualification funding with a view to the individual assuming the higher role once fully qualified. Include this information in the job description if it is relevant, speak to HR for more guidance.
- 3.5 If any changes are required to a job description for a role where there are other current employees employed within PSPS, consideration must be given as to the extent of the changes. If the change is to ensure the job description accurately matches the current duties of the role, then all current postholders should be provided with a copy of the new job description. No substantive changes to the duties of a role with existing postholders should be made without relevant formal consultation.
- 3.6 If a DBS is a requirement of the role (see section 7 for more details) this should be included in the job description.

4. Advertising of vacancies

- 4.1 The purpose of an advertising campaign is to attract the best possible candidate for the role and the advertising strategy is key in the recruitment process. Advertisements should be clear, concise, engaging and representative of PSPS as an employer of choice.
- 4.2 When advertising, a strategy and approach should be used and take into consideration the number of vacant posts, the skills required, job market and the cost of advertising. Ensure to use appropriate channels in order to promote the vacancy to the target audience. Advice can be sought from the recruitment team to determine the most suitable advertising strategy within the assigned budget.
- 4.3 Consideration should be taken when drafting the advertisement to ensure that it is not discriminatory (either directly or indirectly) and that applicants are not deterred from applying for the position because of the protected characteristics of sex, gender re-

assignment, pregnancy and maternity, sexual orientation, religion or belief, marital and civil partnership, race, age, or disability.

- 4.4 All external vacancies will be placed on the on PSPS Website. We are committed to providing development opportunities to all PSPS employees within our organisation. Hiring managers may encourage existing employees to apply for vacant posts if they have the appropriate qualifications, experience, and skills.
- 4.5 Advertisements should reflect the corporate image of PSPS and should accurately describe the position to ensure applications are received from suitably qualified and experienced candidates. The job content should not be overstated, nor should any artificial barriers be added, which may discriminate or deter certain individuals or groups. Adverts should be in plain English and avoid the use of jargon.
- 4.6 All adverts should specify essential requirements including whether DBS checks are required and, if so, at what level. (See Section 9 for more information)
- 4.7 At the point of advertising, the advert will remain on the chosen recruitment platform(s) for the duration of the advertising period and will be removed on the closing date. However, adverts will state that if sufficient applications are received before the closing date, PSPS reserves the right to close the advert earlier than planned. If a manager wishes to close vacancy early, then the recruitment team should be informed.
- 4.8 Hiring managers will consider location for role and whether to increase chance of attracting candidates all locations will be offered. There may be legitimate reasons for specifying a location, such as siting a manager with their team.
- 4.9 For business reasons, we may occasionally advertise on an internal only basis, prior to undertaking external advertising. We should encourage development and progression of our employees where possible. This can also extend to temporary recruitment arrangements, such as “Acting up” arrangements, whilst recruitment processes are arranged.

5. Application Assessment

- 5.1 PSPS always aim to recruit the person who is most suited to each job. We recruit solely based on the applicant's abilities and individual merit as measured against the predetermined criteria for the job. Qualifications, experience, and skills are assessed at the level that is relevant to the job requirements.
- 5.2 Longlisting or shortlisting should take place within a reasonable amount of time following the closing of a vacancy. Managers may undertake the shortlisting exercise before the vacancy closes to ensure applicants are engaged promptly as delays in the recruitment process increases the chance applicants will take up other roles. Whether a longlisting process is required will be determined by the number of suitable applications received at the end of the advertising period.

- 5.3 The assessment of applications should be based on the information included within the submission only. The applicant's suitability should only be compared to the requirements that were advertised in the role profile and are specified in the job description and person specification and adverts. The shortlisting assessment of each application should be recorded, highlighting where essential or desirable criteria is not met.
- 5.4 PSPS Ltd is a Disability Confident employer. All candidates who have identified they have a disability and who meet the minimum requirements of the job as set out in the job description and person specification will be guaranteed an interview.
- 5.5 To assist with shortlisting, managers can obtain additional information to support applications via screening calls with the candidates. These can be used to obtain details that may not be covered in the CV, for example what attracted them to a role at PSPS, and request information on any gaps in employment or training history which supports safer recruitment practices.

6. Interviews & Assessments

- 6.1 As part of the interview and assessment process it is important that we ensure that the people that we hire are going to be aligned to and demonstrate the PSPS Values of Professionalism, One Team, Innovative, Supportive and Excellence.
- 6.2 Where hiring Managers use "screening calls" to assist with the shortlisting process, care should be taken to ensure the arrangements made for screening, are sufficiently appropriate (ie. making reasonable adjustments)
- 6.3 We want our reputation as an employer to stand out and to create a positive and memorable candidate experience. There should be a focus on making the candidate comfortable throughout the process, by providing as much transparency about the interview as possible, making the tone of the interview friendly and conversational and ensure assessments are relevant and have reasonable adjustments when required. The interview and assessment should be viewed as an opportunity to sell PSPS as an employer to our candidates. Hiring managers can consider sharing with candidates in advance of interviews the interview questions, care should be taken to share with all candidates to avoid any candidate having advantage.
- 6.4 Assessments should be used in conjunction with interviews as a way of establishing a candidate's suitability for the role. Assessments can be used to establish the technical ability of the candidate or a particular competence of the role; and the type of assessment will depend on the skills required and the level of seniority of the post. There should be a clear mechanism for scoring the assessment outcome using a pre-determined criteria, to enable the assessment outcomes to be compared when establishing the best candidate for appointment.
- 6.5 Assessments should be relevant to the role and skills required to perform the role. Where appropriate, candidates should be provided with sufficient detail about the process being used.
- 6.6 Questions that assess a candidate against PSPS core Values should be included in the set interview questions along with technical questions from your job description and person specification if required. Technical skills may be established through other assessment means.

- 6.7 Questions asked should be consistent in all interviews for a particular job, although follow up and supplementary questions may differ depending on the candidate's response and experience.

Hiring managers will ensure that the questions that they ask candidates are not in any way discriminatory or unnecessarily intrusive.

- 6.8 Candidates are asked to declare any relationship with an existing employee to avoid any preferential treatment or conflict of interest. Managers should declare if they have a personal relationship or connection with any candidate they are interviewing prior to the interview taking place. It is expected if a conflict of interest is identified that the Manager is not involved in the recruitment and selection process, or other panel members are made aware of the conflict of interest and take this into consideration during scoring and selection with a view to preventing any preferential treatment.
- 6.9 Recruitment decisions should not be based on the results of one selection method alone. Hiring managers will need to combine techniques to assess a range of skills, knowledge, and qualities in candidates. There may be an exception to this for junior roles e.g. Apprenticeships. If assessments are being used, it is important that the candidates are notified of this prior to their interview/assessment.
- 6.10 All candidates should be made aware of their right to request reasonable adjustments if necessary. HR can support Hiring managers consider what adjustments are required, In exceptional circumstances HR and the hiring manager may take specialist guidance from occupational health on reasonable adjustments.
- 6.11 The selection panel will consist of minimum of 2 members. The aim of forming a selection panel is to bring together individuals who will bring their skills and knowledge of the requirements of the role and the wider expectations of the organisation to the selection process to best determine the most suitable applicant to appoint.
- 6.12 In order to reduce the risk of any bias including unconscious bias, panels should be as diverse as possible. It is a company requirement that every interview panel consists of an independent panel member, from outside the recruiting service – this applies for internal as well as external interviews, for both permanent and temporary roles. Whilst the independent panel member will have no direct involvement with the role, they can review the candidate against the wider organisational Values and can provide the candidate with greater organisational context. They will also bring an element of objectivity to the panel. Colleagues should not use the same independent panel member within a 12 month rolling window.
- 6.13 Independent panel members do not have to be manager level. Interviews for short term interim/contractor assignments can continue to have service area only panels.

7. Pre-Employment Checks

- 7.1 We only recruit individuals with a legal right to work in the UK. All offers of employment will be subject to the candidate providing the required original documents or our organisation being able to carry out a check on the Home Office online right to work checking service. To enable us to conduct an online check for non-UK Nationals, the candidate must have shared their right to work details using the Home Office prove your right to work to an employer online service.

The requirement to provide evidence of the right to work in the UK applies to all new recruits, regardless of their race, nationality or ethnic or national origins.

Internal candidates moving into new roles, are not required to undertake Pre-employment checks, unless they are additional checks relevant to the new roles – such as DBS.

- 7.2 We ask every successful new hire candidate to give their consent for us to obtain two references and to provide us with documentary proof of qualifications. Any offer of employment will be conditional on these requirements being satisfactory.
- 7.3 We ask that successful applicants undergo a pre-employment medical health questionnaire with a healthcare provider nominated by us. Any offer of employment will be conditional on the result of this medical examination confirming the applicant is fit to work considering the specific requirements for the role.

We never ask applicants to complete a health questionnaire or undergo a medical examination prior to making them a conditional job offer.

- 7.4 Those who drive as part of their job role are required to complete a driver check to ensure we promote safe working practices. Checks will confirm the applicant has the appropriate licence and where applicable, relevant insurance cover, tax and MOT for their vehicle.
- 7.5 DBS - Where it has been identified as a requirement of the role, we will ask candidates to undertake a DBS check prior to their employment commencing (see section 9 for further details)
- 7.6 Where recruiting through a recruitment agency or third party provider, the Hiring Manager with support from HR are responsible for ensuring the necessary pre-employment checks are completed and recorded on the HR system. This can also include IR35 related processes which are required for certain contractor arrangements.

8. Equality, Diversity & Inclusion

- 8.1 We are committed to applying fair equality, diversity, and inclusion practices at all stages of recruitment and selection process.

We always carry out shortlisting, interviewing and selection with regard to the genuine occupational requirements of the role.

- 8.2 We will never exclude any candidate with a disability unless the candidate is unable to perform a duty that is intrinsic to the role, having considered reasonable adjustments. Hiring managers must only ask candidates questions about their health where this is directly necessary for a particular role and, in any event, only once they have been shortlisted.
- 8.3 To prevent any candidate from being disadvantaged because of a disability, the individual responsible for communicating with applicants should ask each candidate whether they require reasonable adjustments to be made. These may include ensuring easy access to the premises for an interview/adapting psychometric tests/replacing psychometric tests with an alternative option/providing an alternative to a telephone interview for a deaf candidate/providing a suitable chair for an interview with a candidate suffering from back problems.
- 8.4 The HR Team is available to provide guidance on reasonable adjustments.

9. DBS & Recruiting Ex-Offenders

DBS – Data Barring service (formerly CRB)

- 9.1 PSPS under certain circumstances undertake criminal background checks as part of the recruitment process for specific roles, identified as a requirement. Roles that undertake specific tasks will be required to have a DBS check as part of the pre-employment checks of the appointed candidate. A list of roles at PSPS that require a check is available, as well as an assessment tool for any new roles, to establish if a DBS check is required.
- 9.2 All adverts should mention DBS checks will be required if applicable.
- 9.3 We require job applicants for all recruitment to disclose any unspent criminal convictions, at application stage. All adverts should mention DBS checks will be required if applicable. Many jobs with our organisation are covered by the Rehabilitation of Offenders Act 1974, which means that the applicants for these roles cannot be treated unfavourably because they have a spent conviction. If an applicant has a conviction that is unspent We will review the individual circumstances and may, at our discretion, not select the individual for employment, considering the nature of the offence in relevance to the job that they are applying for.
- 9.4 Any applicants for roles that are exempt from the Rehabilitation of Offenders Act 1974 can be refused employment in the position if they have a spent conviction. All roles in this category will require a DBS check to be undertaken at the appropriate level to ensure the candidates suitability for the role.
- 9.5 Not all criminal convictions will be a bar to employment. We will consider the results of a DBS check on an individual basis and will act in a proportionate manner when deciding whether to proceed with an appointment to the post in question and will carry out a risk assessment when required.
- 9.6 The offer of employment will be conditional, where required, on satisfactory completion of DBS checks, depending on the post in question. In the event that a job applicant refuses to agree to an application to the DBS, or a DBS check is completed but they refuse to allow us to view the DBS certificate, the job applicant will be treated as not having satisfactorily completed the DBS check and PSPS will withdraw its job offer. Job applicants will not, without exception, be permitted to commence employment with our organisation until all specified conditions are satisfied.
- 9.7 PSPS undertakes to discuss any matter revealed on a DBS certificate and the outcome of any corresponding risk assessment with the individual seeking the position before withdrawing a conditional offer of employment.

10. Review

It is recommended that this Policy be reviewed at least once every 3 years.