

Policy Review

This policy will be reviewed in full annually

The policy was last reviewed and agreed by Adam Russell, Head of Quality on 18th July 2018.

It is due for review in August 2019

Contents

1. Purpose
2. Scope
3. Definitions
4. Procedure for Recruitment/On-Boarding
5. Procedure for Primary Induction
6. Main Induction Process
7. Checklist for Recruitment/On-Boarding
8. Safer Recruitment

1. Policy Aim

This Policy governs the Recruitment and On-Boarding processes and sets out roles and responsibilities to ensure Free2Learn attract recruits and retain employees of the highest calibre.

2. Scope

- All permanent employees
- Employees transferring to new roles
- Employees who have returned to work after an extended break

3. Definitions

On-Boarding: the process of integrating a new employee at an Organisation to facilitate the acquisition of skills, knowledge, and behaviours necessary to be successful in the position through formal processes and informal means.

All job roles within the British Academy of Jewellery are subject to 'salary banding'. Any role offered must adhere to the banding at all times throughout the business. Please liaise with the HR Manager regarding this.

1. Procedure for Recruitment and On-Boarding

This procedure outlines the process for taking on new employees from the identification of requiring a role to when they are in post.

Step 1: Manager Request: The line manager will be required to initially discuss the need for the role by putting together a business case justifying the purpose of the role. This will need to be approved by the C.E.O or Head of Academy.

Step 2: Line Manager to write job description: Once approved, the line manager will then proceed with the job description and person specification, which will be supported by the HR Manager within the Business.

Step 3: Job description agreed, role advertised: Once job description has been agreed, the role will then be advertised externally, this will also be advertised internally; 2 weeks for staff roles and 4 weeks for senior roles.

Step 4: CV Screening by HR and Line Manager: Line Manager and HR Manager to liaise on the selection process of CVs received, HR Manager to receive a copy of CVs, by e-mail to determine the suitability of candidates prior to interview (e.g. qualification criteria for the role advertised).

Step 5: Selected CV candidates contacted for interview: Candidates are contacted by the HR Manager, and asked to bring in their passports and any other documentation relevant to the role. To be agreed upon. All parties to be made aware of details of interview, i.e. date, time and location.

Step 6: Interviews take place; candidate will need to bring in paperwork (passports etc.): When candidate attends interview, all documentation should be copied such as passports and qualifications. In some cases a second interview stage will be required.

The C.E.O. or Head of Academy may require meeting prospective employees who have been successfully shortlisted before a decision has been made.

Step 7: Selection takes place: (Unsuccessful candidates are provided with feedback): Line Manager/HR Manager to liaise and select the successful candidate. HR to provide the unsuccessful candidates with verbal/written feedback.

Step 8: Successful candidate notified: Successful candidate is contacted and offered the position by the Line Manager/HR Manager – subject to satisfactory employment checks. This includes references and DBS checks. Line Manager/HR Manager to liaise and agree upon employment details (name, start date, role, remuneration, location) to enable HR to send out a job offer letter.

Step 9: References, DBS checks, Offer letter and Start date TBC: Once the candidate has verbally accepted the offer, they will need an offer letter so they can hand in their resignation; candidate to respond to offer letter. Offer letter will highlight employment is subject to satisfactory references. References will need to be collected from the candidate, and a DBS check undertaken, staff will be asked to disclose any convictions and a risk assessment may be undertaken, if there are concerns. After this a provisional start date (HR to action).

Step 10: HR to obtain references.

Step 11: Contract, Employment/Payroll forms etc sent to candidate: Prior to the candidate starting, all payroll and personal details forms will need to be sent to the candidate to be completed and sent back. This will enable HR to process their details and add them to the HR online database.

Step 12: IT and Equipment: All equipment such as emails and IT will need to be set up for the candidate. HR to contact Cardonet by sending a new starter form to set up logins/emails and create entry on HR online. Line Manager/HR Manager to ensure hardware is available on time and communicate this to all.

Step 13: Email new joiner prior to the first day: Email the new joiner prior to their start date to inform them of the time they should arrive and who to ask for, which would be the line manager (HR to action).

Step 14: First Day: New starter to have primary induction with HR, then handed over to Line Manager.

1. Procedure for Primary Induction

The primary induction on the employee's first day should address both the employee's and the Organisation's immediate needs, such as:

- The location of work site, toilets and facilities.
- Time-recording procedure.
- Rest/meal break times.
- Health and Safety rules.
- Location of their personal work station.
- Rules about PC/phone use.
- Line Manager/HR to introduce new starter, for new starter to spend time with each member of all departments to ascertain job roles within departments.
- Key points of conduct.

Once the primary induction has been completed, the employee will still need to be inducted into the culture and systems of the Organisation and given training to allow them to complete their work.

Inductions provide a lot of information and can be overwhelming; therefore it is highly recommended to set the employee a constructive activity related to their role on the first day.

2. Main Induction Process

Three broad topics should be covered in the first week:

Work Environment (Line Manager) – Health and Safety issues, Employee welfare, work hazards and preventative measures.

The Organisation (HR) – A structured view of the organisation should be given through providing mission statements and business plans and explaining communication and involvement systems that show;

- The roles and culture within the organisation through explaining policies and meeting people

Job Instruction (Line Manager) – Explained by the line manager through the job

description, setting targets and performance measurements and explaining the value and importance of the work, as well as ensuring the inductee receives the relevant training to actually carry out the work.

3. Checklist for Recruitment and On-boarding

Manager Checklist

TASK	COMPLETE BY
Recruitment/On-Boarding	
Business Justification sent to Line Manager and HR Manager for review – CEO/CCO to approve.	As soon as a potential role vacancy has been identified
Job description and person specification sent to HR for discussion	At least 7 weeks (3 weeks to get approval, write job description, advertise, screen CVs, interview). Often, good quality candidates will have a 4 week notice period) before a realistic start date for staff and at least 11 weeks before a realistic start date for a senior position.
CV screening and shortlisting candidates (supported by HR)	Two weeks after job has been advertised for staff roles and four weeks for senior positions.
Conduct interviews and copy documents/certificates	The week the job advert expires
Candidate selection – notify unsuccessful and successful candidates	As soon as possible
Meet new starter on first day. After initial induction with HR – to induct employee into new job role	Employee's first week
To go through employee's ' Two week induction Form' monitor and return to HR	First two weeks' of employment

HR Checklist

TASK	COMPLETE BY
Review job description/person specification. Post advert after agreed JD	Two days
CV screening and shortlisting candidates	Two weeks after job has been advertised for staff roles and four weeks for senior positions
Vetting: References, DBS check, disclosure of criminal convictions, risk assessment (if required)	When candidate has been selected.
Send out job offer letter (line manager and HR to agree upon candidate) and request references	As soon as candidate has confirmed acceptance
Send out contract, employment/payrolls forms	As soon as possible
Process details in HR Online	As soon as possible
Set up email account and login	As soon as possible
Email new starter prior to first day	Two days before start date

Organise IT and Equipment	One week prior to start date
Conduct HR induction with employee	Within first week of the employee joining the Company
Diarise return of employee's 'Two week induction Form'	First two weeks of employment

WRITING A JOB DESCRIPTION

Job Title – Should be brief and accurately describe the job

Department - HR/Customer Service/Business Development/Facilities etc.

Main Purpose

This should be an accurate and concise statement of the contribution the job makes to the company.

- What is it that the job is intended to achieve?
- What would not get done if the job did not exist?
- It should not exceed a paragraph in length, and is normally capable of being contained within one sentence. The purpose does not include a detailed list of how the job is done, or a list of problems, tasks and activities. Nor is it a summary of the duties and responsibilities.

Main Duties and Responsibilities

- Firstly, identify and list the tasks that are carried out.
- No attempt should be made to describe how they are carried out but some indication should be given as to the purpose of each task.
- Analyse the initial list of tasks and, so far as possible, simplify the list by grouping related tasks together so that no more than say, seven or eight main areas of responsibility remain.
- Decide on the order in which the main responsibilities should be described. Perhaps the most effective order is to list the most important duties first. An alternative is to adopt a more chronological order; this can be useful when jobs are based around a core process or calendar of events.
- A typical sentence describing a task should start with an action verb and use verbs which express the actual responsibility, for example to recommend; to collaborate; to prepare; to supervise. Complete the sentence by stating why that action is carried out. This indicates the purpose of the task and can lead to setting targets or performance standards more easily.
- Staff number and profile of staff supervised including whether full time, part time, voluntary or other. This can include for example, supervision of a team of external contractors.
- Financial budgets managed, including grant monies, discretionary funds and monies generated. Wherever possible, please provide the annualised amount or time period for which the funds are allocated to.
- Teaching number and type of courses managed or delivered annually.
- Customer number and type of external and internal customers who are key to the performance of the main duties and responsibilities.
- Administrative management or attendance on committees which link to the main duties and responsibilities are key to the delivery of objectives.

Person Specification

This section must be completed to show the key knowledge, skills, experience and behaviours required to perform the role effectively. This information is not just used for recruitment and selection purposes – it is also needed for other HR processes such as job evaluation and re-organisations.

It should be used for :

- Identifying the minimum (essential) qualities necessary for the job to be performed to an adequate standard.
- Identifying the ideal (desirable) qualities for outstanding performance in the post.
- Forming the basis of a job advertisement.
- Enabling prospective applicants to self-select by assessing themselves against the requirements for the post.
- Ensuring that rigorous criteria are consistently applied in the shortlisting and selection of employees so that they are compared against the requirements of the post and not against one another, thus ensuring equality of opportunity and providing a defence against possible claims.
- Providing a basis for determining selection methods.
- Providing a basis for determining screening questions and/or core interview questions.

The person specification should relate to the job description and the criteria should be clear, specific, and measurable. The essential qualities should represent the minimum requirements without which a candidate simply would be unable to do the job properly. It therefore follows that if a candidate does not meet any one of the essential requirements of the post, they must be rejected.

4. Safer Recruitment:

BAJ is committed to Safer Recruitment practices. As part of our Safeguarding & Prevent agendas want to ensure that all staff undergo strict vetting prior to being offered a position where they will have access to vulnerable adults and young people in a private environment. This is achieved through:

- Questions in the interview regarding experiences with implementing Safeguarding, Prevent and safer working practices;
- Thorough referencing that asks about any Safeguarding or disciplinary concerns during their previous employment;
- DBS checks;
- Disclosure of any criminal convictions and where necessary a risk assessment undertaken;