

## **Recruitment Policy**

This policy is designed to assist in the recruitment and selection of the best candidate for a vacancy. It is the responsibility of each Head of Department to ensure that this policy is carefully followed within the department. All Heads of Department should make members of their staff aware of the obligation to familiarise themselves with and follow this policy.

The policy will be revised from time to time and amended as appropriate. Advice on any aspect of this policy or procedures allied to it is available from Human Resources. Appointments must be made in accordance with this policy. Human Resources must approve any exceptions in advance of formal appointment.

When employing temporary or casual staff on a short term basis the principles of good practice outlined in this policy should be followed. Recruiting locally supports our corporate social responsibility aims leading to good reputational benefits, publicity and helping to portray a positive company brand.

Financial approval for the establishment of a new post or the filling of a vacancy must be obtained before recruitment commences.

### **New Jobs and Vacancies**

The occurrence of a vacancy is an opportunity to review the necessity for the post and its duties, responsibilities and grade. Where the duties of a post have significantly changed, the Head of Department must seek confirmation from Human Resources of the appropriate grade for the post, ideally before financial approval is sought.

When a vacancy arises, consideration must be given to staff for which redeployment is being sought. Recruiting a redeployee can reduce both time and cost.

### **Job Description**

A job description is a key document in the recruitment process and must be finalised prior to taking any other steps in the process. It should clearly and accurately set out the duties and responsibilities of the job and must include:

- Job Title (which must be sex neutral)
- Location i.e. Department/Division
- Grade
- The Post to Whom the Post holder is Responsible
- Any Posts Reporting to the Post holder
- Main Purpose of the Job
- Main Duties and Responsibilities
- Any Special Working Conditions (e.g. Unsocial or Shift Working Patterns)

## **Person Specification**

The person specification is of equal importance to the job description and informs the selection decision. The person specification details the skills, experience, abilities and expertise that are required to do the job. It should be drawn up after the job description and, with the job description, should inform the content of the advert. The person specification should be specific, related to the job and not necessarily restrictive e.g. only qualifications strictly needed to do the job should be specified. The inclusion of criteria that cannot be justified as essential for the performance of the job may be deemed discriminatory under race and sex discrimination law, if equal proportions of men and women and those from different racial groups could not meet them.

## **Details for Applicants**

The details of a vacancy of 'further particulars' of a post must include the job description and person specification together with any other important information that a potential applicant needs to decide whether to apply. The purpose of advertising a post is to attract the widest range of high calibre applicants as possible and therefore the further particulars sent to or accessed by applicants must give a clear picture of the post and department.

## **Publicising the Vacancy**

Assistance with drafting advertisements is available on request from Human Resources. Heads of Department must ensure that permission to fill a post has been obtained before seeking to publicise a vacancy. All advertisements must be placed through Human Resources.

## **Processing Applications**

Heads of Department must make their staff aware that when dealing with enquiries about vacancies it is unlawful to state or imply that applications from one sex or from a particular racial group would be preferred and to do so may lead to a complaint of race or sex discrimination against ERH.

Care must also be taken when initiating contacts with applicants that all are treated in the same way, e.g. with regard to invitation to visit the department, informal meetings to discuss the vacancy and provision of information. The confidentiality of applications must be respected by all of those involved in the selection process.

## **Selecting the Interview Panel**

All interviews must be conducted by a panel. The Head of Department should select interview panel members prior to the closing date. This allows panel members to assist in the shortlisting process. Familiarity with the vacancy and preparation for the interview is a key to successful interviewing.

## Shortlisting

After the closing date has passed the interview panel should assess the applications to determine which applicants are to be called for interview. At least two members of the interview panel, including the immediate line manager should undertake the task of shortlisting.

## Arrangement for Interviews

Letters or emails to shortlisted candidates should include:

- Date, time and place of their interview
- Instructions on how to find their way to the interview venue
- A request that they contact the author of the letter/message should they have any special requirements in relation to the interview (related to access to the venue or any other special need related to a disability)
- If appropriate, details of any test or presentation they will be required to take or anything they should bring with them e.g. examples of work or proof of qualifications that are essential to the post

## Interviewing

HR staff can join an interview panel, if required in advance. Interviews should be scheduled as soon after the closing date as reasonably possible, as delays are likely to lead to a loss of candidates. The structure of interviews should be decided in advance by determining who will chair the panel and what areas of questioning are required to cover all of the elements of the person specification.

The same areas of questioning should be covered with all candidates and assumptions should not be made regarding the expertise or abilities of candidates because of their employment history.

Staff conducting interviews must be aware that although questions asked may not in themselves be discriminatory, the interpretation of answers by the panel could exhibit prejudice e.g. if indications of ambition were to be regarded as a worthy characteristic in applicants of one sex or ethnic group but not in another. Information regarding personal circumstances which is offered in a CV or interview should not be taken into consideration during the selection process.

## Making a Decision after Interview

The information obtained in the application, the interview, any test and in references will allow candidates to be assessed against the person specification and a selection decision to be made. The Chair of the panel must ensure that a written note of the reasons for selecting the successful candidate and rejecting other is made and placed on the recruitment file together with the original applications and notes of all panel members for a minimum of six months after the appointment decision has been made.

If a member of a selection panel feels that there has been any irregularity in the recruitment and selection procedure and the panel cannot resolve the matter at the time, they must report without delay to Human Resources.

Interview proceedings are confidential and interviewers are free to divulge to others the decision reached only after the appointee has accepted the post.

If references cannot be taken up prior to appointment, Human Resources will make a provisional offer to the preferred candidate subject to satisfactory references being obtained.

### **References**

The further particulars for a post should make clear to candidates the number and status of referees required and whether the panel intends to seek references before interview. References from relatives or friends should not be accepted. Appropriate referees are those who have direct experience of a candidates work, education or training. Preferably in a supervisory capacity and a reference must be obtained from the current or previous employer. Where an applicant indicates that he/she does not wish his/her current employer to be contacted prior to a provisional offer being made, this should be respected.

### **Appointment**

Only the Human Resources division issues letters of appointment and places individuals on the payroll (other than very limited exceptions). If the job offer is conditional on completion of a qualification or health screening, this will be made clear in the appointment letter.

Academic qualification and any others considered essential for the post must be verified by Human Resources.

### **Induction and Probation**

It is ERH policy that all staff who are new to ERH undergo a three month probationary period during which they will be introduced to the main duties and responsibilities of their post.

### **Salary**

Within the financial provision or established grading of the post, the salary offered should have regard to the applicant's experience or expertise and will normally be at or above the incremental point equivalent to the applicant's present salary. The salaries of other staff doing similar work within the department/division with similar experience should also be taken into account.

Signed Jerome Mathias



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(Managing Director)  
Review period: 12 Months