



RECRUITMENT & SELECTION POLICY and PROCEDURE

PURPOSE

To provide guidelines to assist in the appropriate selection of both internal and external candidates taking account of UK Legislation.

SCOPE

This policy applies to all employees.

POLICY

Biffa Waste Services Limited recognises that its employees are key to its success and within the objectives laid down by the Board of Management, each operating division has the responsibility to attract and retain sufficient staff of the necessary calibre to achieve its present and future strategic business plan.

Divisional responsibility includes the provision of a career structure which will help motivate suitable staff to accept additional responsibilities and improve their performance.

As an employer, Biffa has a legal responsibility to make sure that unlawful discrimination of any kind does not take place in the recruitment and selection of employees, and the company is committed to ensuring that everyone is treated consistently throughout the process.

It is the policy of the company to employ individuals based on their ability to perform specific job responsibilities without regard to race, religion, ethnic origin, disability, sex or marital status, or union membership.

To ensure that the recruitment and selection process is fair, the company has produced the following recruitment and selection procedure, which explains what should be done at each stage of the process. The company will endeavour to ensure that those involved in the process receive appropriate training, support and advice to enable them to discharge their responsibilities in an objective and fair manner.

Advice on any aspect of the recruitment process can always be obtained from the personnel department.

Copies of all documents referred to in this procedure can be obtained from the BiffaNet.

The company runs regular Recruitment & Selection Workshops and encourages those involved in the process to attend.

ESTABLISHMENT

Budgets indicating staff numbers are agreed on an annual basis between the managers and divisional director and other directors where appropriate. It is the responsibility of the divisional director to keep the number and salaries under constant review with advice provided by the Personnel Director.

The personnel department will keep a copy of the list of employees for each division and will also keep a record of salary details, job title, location and terms and conditions of employment for all staff employees (operatives' terms being held locally).

It is therefore essential that all changes or amendments are notified to the personnel department (see below).

AUTHORITY TO RECRUIT

Effective control of recruitment is essential to maintain staff establishment at an economic level in accordance with budgets to undertake the current volume of work and meet planned changes. The following authorities will therefore apply.

Operatives

Managers have the authority to undertake recruitment action to replace operatives who have left their job up to agreed budgeted levels. If additional staff above budgeted levels are required, the authority of the Regional Manager and Divisional Director is required.

Staff – Recruitment Requisitions

The following procedure will apply in respect of all staff recruitment. **Prior approval** for recruitment must be obtained by the completion of a **Personnel Requisition Form** and the following approvals/signatures are required. The completed form should be returned to the personnel department for action and distribution.

- | | | |
|----|--|---|
| a) | Up to Grade 4 | Manager/Department Head/Divisional Director/
Personnel Director |
| b) | Above Grade 4 | As above, but in addition, Managing Director's authority
required |
| c) | Divisional Director
Functional Head | As (b) above, but in addition Severn Trent Chief
Executive and Severn Trent Group Functional Line
Manager and Group Services Director |

The personnel department will be responsible for ensuring that the proposed terms and conditions of employment are commensurate with other similar categories of staff and making the Divisional Director and/or Managing Director aware when they are not.

MANAGERS' RESPONSIBILITIES

Before starting the recruitment process, managers should ask whether it is really necessary to recruit for this position.

If this is a new position the manager should consider whether existing employees could carry out the duties as part of their job.

If this is a replacement for an employee who has left their job, a review of the existing job description should be carried out to ensure that it still meets the company's business requirements. Consideration should always be given to:

- a) restructuring the job (either in respect of the duties or how they are to be carried out)
- b) whether existing employees could carry out the duties as part of their job
- c) replacing the position with a different job, to meet changing business requirements
- d) reviewing the remuneration package to reflect any alterations in the job or changes in the jobs market; or
- e) not replacing the position

JOB DESCRIPTION/PERSON SPECIFICATION

In order to aid the recruitment process, a **job description** and **person specification** should be prepared wherever possible in accordance with the appropriate forms.

The job description should be a relatively short description of the work that the successful applicant will be expected to do, with some additional information which helps to place the job within the wider context of the company structure.

The "main purpose of the job" should be a brief description in no more than one or two sentences of "what the job holder is expected to do", "how they are to do it" and "why they are doing it".

The "main duties" should summarise the main tasks and activities that make up the job. These should not be exhaustive, but should be sufficiently detailed to identify the separate components which make up the complete job. The number of duties listed will vary according to the job, but most jobs should have between six and 10 separate components, with the senior job tending to have more duties to reflect the complexity of the role.

Job descriptions are not an exclusive list of tasks and should include as one of the main tasks and activities "to carry out any other reasonable job related tasks", to ensure an element of flexibility.

The "person specification" should define the personal qualities required in an employee, in order for them to do the job. This will assist in the shortlisting and interview processes and can, if used correctly, demonstrate that appropriate selection criteria were established and that a fair method of selection was used, should any claim of "discrimination" be made against the company.

If it is shared with the applicant, it can also help them to decide whether:

- a) the job is suitable for them (reducing the number of unsuitable applicants); and
- b) demonstrate in their application how they meet the specified criteria

The criteria in the person specification should be broken down into "essential" and "desirable" criteria.

Each criterion used should be:

- a) based on a review of the up to date job description
- b) able to be objectively justified as necessary to do the job
- c) clear, well defined and free of vague requirements
- d) written in jargon-free, plain, accessible and non-discriminatory language; and
- e) agreed by those involved in the recruitment process

ADVERTISING

An approved Staff Requisition Form for staff, or a **Recruitment Advertising Request Form** must be completed before any advertising takes place.

Internal

Existing staff who may have the required experience and qualifications within the department should be considered when vacancies arise. Where there is no obvious successor from within the department, vacancies will be advertised on the BiffaNet, and where possible, one week before external advertising is considered. The personnel department will prepare the advertisement based on information contained in the job description and person specification and the Recruitment Requisition/ Advertising Request.

No approach will be made to any employee of the company without prior knowledge and approval of that employee's director.

External

Where no suitable internal candidate can be considered, the personnel department will endeavour to fill the vacancy with an external candidate and advertise where necessary.

The personnel department will be responsible for all recruitment advertising, the size, content and cost of the advertisement, together with the media to be used, will be agreed with the respective manager/director concerned. The wording of the advertisement will be such as to attract applicants to the company, but neither salaries nor types of car will be quoted without the express permission of the Divisional Director and Personnel Director (and Managing Director where appropriate).

RECRUITMENT AGENCIES

As a matter of principle, and to avoid paying excessive agency fees, recruitment agencies should only be used for permanent vacancies where it has not been possible to fill an advertised vacancy or where it is known that recruitment will be difficult.

If a recruitment agency is to be used to fill a staff vacancy, this should be done through the personnel department, using one of the agencies on the "preferred supplier" list.

For operatives, depot managers may use local agencies to fill temporary operative vacancies, but they should always review the rates that are charged to ensure cost effectiveness.

APPLICATIONS

Internal Applications

Biffa employees may apply for any advertised vacancy within the Severn Trent Group. Likewise, employees from any other company within the Group may apply for internally advertised vacancies at Biffa.

Internal applicants should advise their immediate supervisor of their interest in a vacancy and submit an application with an updated CV to the personnel department.

All internal applicants who meet the essential requirements for a vacancy, as set out in the relevant person specification, should be shortlisted and interviewed.

External Applications

The personnel department will receive, acknowledge and collate external applications for staff vacancies. After the closing date, the collated applications will be forwarded to the appropriate manager for shortlisting.

External applicants for operative vacancies will apply to or be sent directly to the appropriate manager.

CANDIDATE SELECTION

Interviews

The personnel department will initially acknowledge the applications and forward them to the appropriate manager who will shortlist and advise the personnel department who will make the necessary interview arrangements with the shortlisted candidates. The **Shortlisting Chart** may be used to assist managers with the process.

Each external applicant interviewed should complete an Application Form, (available from the Personnel Department as a printed document).

An **Interview Evaluation Form** should be completed for each applicant interviewed.

A list of applicants interviewed must be made and forwarded to the personnel department, together with Interview Evaluation Forms, Application Forms, CV's and other relevant documentation. The Personnel Department will notify all the unsuccessful applicants and retain this information for 12 months.

Selection Methods

Traditionally, candidates have been interviewed for a job. However, there are other selection methods that may be suitable for identifying the best candidate. These may involve personality profiling, aptitude/ability tests, presentations and group exercises, together with an interview.

If other selection methods are being considered, advice should be taken from the personnel department to ensure that the methods are appropriate and are not biased (i.e. so that the company cannot be accused of direct or indirect discrimination).

Interview Guidance Notes

Interviews should be carried out in a quiet place that is free from interruptions, preferably by the immediate supervisor/manager of the vacant job and one other person.

The interviewers must be competent for the task and should, where possible, have attended the one-day Biffa Recruitment & Selection Workshop. New managers are recommended to attend this workshop as part of their induction training for their new role.

Care must be taken not to ask questions that may discriminate against any particular category of candidate. Interview questions must only be related to issues that are required to do the particular job. If personal circumstances might affect job performance then these need to be discussed objectively (e.g. because the job involves travelling a great deal or unsocial hours, assumptions should not be made about the effect of marital status, children or domestic obligations. In particular, questions should not be asked about the intention to marry or to have children).

Legislation currently exists to protect people from discrimination on the grounds of race/colour, sex, disability, membership of a trade union and (in Northern Ireland) religion. It is probable that legislation will shortly exist to also cover age, religion (throughout the United Kingdom) and sexual orientation.

Therefore, failure to comply with this aspect of the procedure could be illegal as well as being contrary to company policy and may result in managers facing legal and/or disciplinary action.

The decision about which candidate is to be offered the vacant job should not be made until all the candidates have been interviewed. The intention is to select the right person for the job, not the best one available on the day. Therefore if none of the candidates appear suitable, consideration should be given to reviewing the advertising/shortlisting process and, if necessary, re-advertising the vacancy.

ENSURING EQUAL OPPORTUNITIES

To ensure that unfair discrimination does not occur at any stage of the recruitment and selection process, the following must be noted and followed.

Disability Discrimination

According to the Disability Discrimination Act 1995, a person has a disability "if he/she has a physical or mental impairment which has a substantial and long-term adverse effect on his/her ability to carry out day-to-day activities"

Day to day activities are normal activities carried out on a regular basis and must involve one of the following;

- mobility
- manual dexterity this includes the ability to use the hands and fingers with precision.
- physical co-ordination
- continence
- the ability to lift, carry or move everyday objects
- speech, hearing, eyesight
- memory or ability to concentrate learn or understand
- perception of the risk of physical danger.

For these purposes a disability has a long term effect only if it has lasted for 12 months, it is likely to do so, or is likely to last the rest of the life of the person affected.

Employers may not discriminate against employees or job applicants for a reason relating to disability. "Discrimination" in this context means treating a person less favourably "for reason which relates to the disabled person's disability than he treats or would treat others to whom that reason does not apply"

The disability discrimination Act 1995 says that it is unlawful for an employer to discriminate against a disabled person in the arrangements made for determining who should be offered employment or by refusing to offer or deliberately not offering the disabled person employment. This covers all areas of the recruitment process including the advertisement, job description, the process of selection and the location and timing of the interview, the assessment technique and interview selection criteria.

The company is obliged to make reasonable adjustments to accommodate a disabled person as follows;

- making adjustments to premises – even at interview stage
- allocating some of the disabled person's duties to another person
- transferring him/her to fill another vacancy
- altering his/her hours
- assigning him/her to another work place
- allowing him/her to be absent during working hours for rehabilitation, assessment and treatment.
- giving, or arranging for him/her to be given training
- modifying instructions or reference manuals

It is possible for the company to apply for a grant if it has to make these adjustments.

The disability Discrimination Act does not make it unlawful for an employer to recruit the best person for the job: the aim is to protect disabled people from unlawful discrimination.

Sex Discrimination

The Sex Discrimination Act is in place to prevent discrimination from occurring on the grounds of sex and or marital status.

Therefore care must be taken to ensure that each applicant is assessed according to their ability to do the job - never assume that only men or women are capable of carrying out a certain job.

If certain requirements or qualifications are required then ensure that this will not discriminate against certain groups. When asking for years of experience ensure that the length is justifiable as it may cause discrimination against a woman who has had a career break to have children.

There are examples of where selections on the grounds of sex are acceptable where there is a "genuine occupational qualification". This is unlikely to be applicable to a vacancy at Biffa. The SDA clearly states that a job requiring physical strength or stamina cannot justifiably be restricted to male applicants.

All applicants must be treated in the same way, there must not be a separate list for male and female applicants.

Interview questions should only concern the requirement of the post. If personal circumstances might affect job performance then these need to be discussed objectively, i.e. If the job involves travelling a great deal or anti social hours, whether this would cause any difficulty. Assumptions should not be made about marital status, children or domestic obligations, if these are issues with the job then they should be addressed to all employees.

Equal Pay

The Equal Pay (Amendment) Regulation 1983 establishes that men and women are entitled to equal treatment with regard to terms and conditions of employment, when they are employed on "like work", work rated as equivalent or work of equal value to that of a person of the opposite sex in the same employment.

When comparing like work a broad approach should be taken and attention must be paid to the frequency with which any difference occurs in practice as well as their nature and extent.

Racial Discrimination

Under the Race relations Act 1976 it is unlawful to discriminate against a person on racial grounds, this covers colour, race, and nationality, or national or ethnic origin.

It is therefore important to recruit on the needs and requirements of the job and for no other reasons. At any point during the recruitment process if an applicant believes that they have been have been subject to racial discrimination then they have the re-dress of taking an employer to an employment tribunal.

Rehabilitation of Offenders

This Act allows rehabilitated offenders the right to treat the convictions as if they had never occurred. As the Act prevents employers from asking whether applicants have any spent convictions they are entitled to state they have never been convicted.

Sentences over two and a half years never become spent; six months to two and a half years the rehabilitation period is 10 years. Less than six months requires a seven year rehabilitation period and fines or community service orders take five years to become spent.

Despite the existence of the Act, the courts cannot compel an employer to engage a rehabilitated offender; they can only declare the exclusion of the applicant to be unlawful.

CHILDREN AND YOUNG PEOPLE

The company has a specific duty of care towards all young people, defined as those under the age of 18. This duty requires the relevant manager to carry out an individual risk assessment of the work that the young person will be doing, before they start work.

Failure to comply with this requirement, as well as those which follow, may result in the manager as well as the company facing legal action.

As a matter of principle, young people should not be employed unless they are taken onto a formal training scheme (e.g. an apprenticeship) or a specific business case can be made for employing them.

Children under 14 should not be employed.

Children, defined as young people below school leaving age, are protected by the Children (Protection at Work) Regulations 1998 and various Health and Safety Regulations.

No child under 15 is to be employed for more than 5 hours on a non-school day which is not a Sunday, or for more than 8 hours if they are over 15. During school holidays, the limit is 35 hours a week (25 hours for under 15's). They are entitled to a rest break of one hour if they work for more than 4 hours. They must not be allowed to work between 10.00pm and 7.00am.

Children may only carry out light work, and it is imperative that a company health and safety officer is contacted to ensure that the role you wish them to carry out is "light work" and that the relevant risk assessment has been carried out.

Before employing a child (or within seven days of having done so), it is essential that the manager applies to the local education authority for an Employment Certificate. The authority will forward an application form and a copy of the bylaws on the employment of children as these differ from area to area. It is essential the application form is completed and returned. A copy of the Employment Certificate will be sent as a matter of routine to the child's head teacher. The local authority will also seek consent from the child's parents.

OFFERS OF EMPLOYMENT

Where possible, the immediate supervisor/manager should contact the successful candidate by telephone, as soon as the decision has been made to employ them, to advise them that the company intends to offer them the position and to check that they will accept the job.

This is not just a "nice personal touch", it is also very practical as it gives an opportunity of making a quick check to see if they will accept an offer of employment following the interview. This can save time in moving onto the next best candidate, if the first candidate is likely to reject an offer of employment.

At this stage this will be a *conditional* and *provisional*, verbal offer of employment.

It is *conditional* as it depends upon receipt of satisfactory references, medical approval and proof eligibility to work in the United Kingdom. It is *provisional* as the details of the terms and conditions of employment have to be confirmed in writing by the personnel department.

At this stage, any discussion of salary must be limited to the level stated on the original personnel requisition form.

A **New Employee Starting Form** (appendix 7), with all the relevant details completed, must be sent to the personnel department to enable the confirmation to be sent out.

For staff employees, this will take the form of an offer of employment sent to the employee's home address, detailing the salary and grade that have been specified on the personnel requisition form. If there are to be any changes to those details, this must be confirmed by submitting a new Requisition Form, signed by the relevant director.

For operatives, this will take the form of a statement of terms and conditions sent to the employee through the relevant departmental/depot manager. The manager will be responsible for keeping a copy and setting up the employee's personal file (see below).

References

All offers of employment are subject to the receipt of two satisfactory references. Previous employers will not be contacted without the applicants express permission, which is given on the Application Form (operatives) or the Reference Request Form (staff).

The personnel department obtains references for staff employees, the depot manager obtains references for operatives.

Eligibility to Work in the UK

It is essential that all new employees have a legal right to work. The Asylum and Immigration Act 1996 makes it a criminal offence, punishable by a fine of up to £5,000, for an employer to employ someone over the age of 16, who is subject to immigration control and who either does not have a valid leave to enter or remain in the UK, or is subject to conditions which prevent him/her taking up employment.

To ensure that a person is legally entitled to work, the company requires a National Insurance number, it is the manager's responsibility to ensure that no employee is employed without one.

If the National Insurance number is unavailable and the employee does not have a P45 then it is important that managers ask the potential employee to produce a UK or EU passport or a birth certificate. In these cases a copy must be taken of the relevant document and contact made with the payroll department for a P46, so that the Inland Revenue can be contacted for a tax reference number.

Medical Approval

All offers of employment are subject to the receipt of medical approval. To obtain this, a Medical Questionnaire will be sent out to employees by the personnel department. For operatives, managers must ensure that the Medical Questionnaires are returned, in the sealed envelopes supplied with them, to the personnel department.

Upon return of the questionnaires, they will be forwarded to and analysed by the company occupational health provider, to ensure that the employee is fit to work in that particular job. The occupational health provider will advise the personnel department whether the employee is fully fit, fit with restrictions, or unfit to work in that particular job. A copy is sent to the location for the employee's file (operatives).

COMMENCEMENT OF EMPLOYMENT

Before the new employee starts, the departmental/depot manager must ensure that any equipment required by the employee (e.g. office, desk, PC, PPE, vehicle, etc.) is prepared and ready to be used.

Wherever possible the respective manager should make arrangements to meet the new employee on their first day to welcome them to the company and explain what they will be required to do. If this cannot be done on the first day, it should be done as soon as practically possible.

It is imperative that all new employees receive a defined induction for their new role, with specific training being arranged and a plan prepared identifying who will be carrying out the training and when.

The forms and detailed instructions for this are available on the BiffaNet. Managers should complete the induction manual and keep a record of all training that is given, and by whom, in case this is necessary for future reference.

Each new employee should have formal objectives set, detailing what they need to do and learn during their induction and what is expected from them when they become fully conversant with their new position.

The disciplinary procedure does not apply to employees for the first 13 weeks of employment and managers must monitor employee's performance during this time to ensure that they are coming up to the required standard.

It is important that any concerns are identified and dealt with as early as possible, so that the employee has an opportunity to improve their performance in the area causing concern.

However, failure to properly train and induct employees is not an acceptable reason for taking action against an employee and may lead to action being taken against the manager for failing to ensure that this has happened.

PERSONAL FILES

The personnel department is responsible for obtaining bank details, pension information and other starting documentation and will prepare a personal file for every new staff starter which will contain the completed Requisition Form, Application Form, interview notes and other relevant information.

Location managers are responsible for obtaining **Bank Details** and for setting up personal files for operatives, which will also contain the completed Requisition Form, Application Form, interview notes and other relevant information.