



IKO PLC

Recruitment, Selection & Onboarding

1 POLICY

The purpose of this policy is to set out our approach to recruitment and selection and our commitment to equality, diversity and fairness. This policy is designed to assist managers to select and recruit the best candidate for every vacancy.

It is the company's policy that managers are responsible for recruitment, it is therefore important that this policy is read, understood and carefully followed by recruiting managers.

Recruitment will be completed in conjunction with this policy and the Human Resources department. Advice on any aspect of this policy or its procedures is available from the Human Resources Department.

Our aim is to have the right person in the right job at the right time, this is essential for the Company's performance.

IKO recognises the positive value of diversity and promotes equality. The selection for employment will be fair and equitable and based solely on the basis of the applicants abilities to do the job as assessed against the criteria for the job. The Company Recruitment and Selection Policy will:

- be fair and consistent;
- be non-discriminatory on the grounds of sexual orientation, race, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, age, religion, belief or disability;
- abide by statutory regulations and best practice.

Unless authorised by the Managing Director all appointments must be made in accordance with this policy.

Approved by:

Policy 008

Managing Director signature:

Date

Effective:

Print name: Anthony Carlyle

August
2021

Date : 21st August 2021

2 Procedure

All vacancies will be reviewed based on necessity for the post, duties and responsibilities. Recruiting Managers should also consider whether the work can be redistributed to others in the department before you aim to fill the vacancy. Once this has been identified, you will need to define the job, consideration should be given to the hours of the role and if they will be the same, the job title, skills needed and the type of person needed to do the job.

Staff Requisition Form

You must gain approval for your vacancy before recruitment begins. Recruiting Managers must complete the Staff Requisition Form (see appendix 1) in full and have this authorised by the Divisional Director, Human Resources Manager and Managing Director prior to any recruitment taking place. This includes any discussions on recruitment with external parties.

Once the Staff Requisition Form is complete it should be forwarded to the Human Resources Department. Should a job description already exist for the role it should be forwarded with the form. The Recruiting Manager will ensure the job description is still current for the vacancy. Should this not be the case the recruiting manager and Human Resources department will work collaboratively on the job description to either create new or bring the existing up to the current needs of the business.

When a vacancy arises, consideration must be given to employees whose posts are being made redundant and for whom redeployment is being sought. Recruiting managers must review this prior to advertising.

3 Attracting Applicants

The process of marketing needs to be undertaken carefully to ensure the best response at the least cost.

Internal Advertisement

Internal recruitment can have the advantage of building on existing employee skills and training. It also provides opportunities for development and promotion. It is a good way to retain valuable employees whose skills can be further enhanced. Other advantages include the opportunity for staff to extend their competencies and skills to the benefit of both the organisation and the individual.

It is the company's policy that all vacancies wherever possible will be advertised internally. From the details provided on the Staff Requisition Form the Human Resources Department will produce an internal advertisement and ensure this is communicated to all relevant employees. Under normal circumstances the closing date for applicants to apply for the vacancy will be no sooner than one week after posting.

Existing employees are to be encouraged to apply for vacant posts if they have the appropriate qualifications, experience and skills as set out in the job advertisement. Applicants will not be considered for the vacancy unless they fulfil the essential criteria set out in the advertisement.

External Advertisement

Where an internal advertisement has proved unsuccessful or there are insufficient skills to recruit internally the Company will use external resources to recruit.

Our recruitment methods include but are not limited to:-

Word of mouth – introduction via existing employees. (See Appendix 2, bounty payment).

Job Centres – provide a free service. They will display employers' vacancies and refer potential recruits. They also administer some of the Government training programmes.

Internet –tends to target a self-selected group who are computer literate and have access to the web.

Local newspapers – for less specialised jobs, or to target groups in a particular local area.

Local schools and colleges – this is a great way to nurture up and coming talent.

National newspapers – advertising in the national press is expensive, but likely to produce a good response for particular, specialist vacancies.

Specialist and professional journals – reach a precise group of potential applicants for specialist and professional vacancies.

Recruitment agencies – specialise in particular types of work e.g. finance, IT and already have potential applicants registered with them. Remember this can be costly so it should be the last resort.

The cost of external recruitment should be agreed in the Staff Requisition Form prior to the commencement of recruitment. Any additional costs should be agreed in advance of expenditure. The Company has a list of approved recruitment agents which may be used if more cost effective methods of recruitment have proved unsuccessful. The list of agreed recruitment agents is on the intranet, if you wish to work outside the agreed recruitment agents list you must speak to the Human Resources department.

Human Resources must approve any recruitment advertisement prior to its publication.

Disabled Applicants

Any candidate with a disability will not be excluded unless it is clear that the candidate is unable to perform a duty that is intrinsic to the role, having taken into account reasonable adjustments. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of his/her disability. All disabled applicants who meet the minimum requirements of the job as set out in the job description and employee specification will be guaranteed an interview.

4 Applicant details and Shortlisting

It is the decision of the recruiting manager whether a Curriculum Vitae is appropriate for the vacancy or whether a Company application form (see appendix 3) should be completed.

After the closing date has passed the Recruiting Manager should assess the applications to determine which applicants meet the criteria. Shortlisting decisions should be based on evidence that the applicant has met the requirements in the job description. When shortlisting, the Recruiting Manager should avoid dismissing applicants who appear to be over-qualified. Assumptions should not be made about their reasons for applying for the post as they may eliminate an otherwise exemplary candidate.

The original CVs/Application Forms, together with a written note of reasons for shortlisting or rejecting applicants must be retained for a minimum of 6 months from the date that an appointment decision is notified.

Care must be taken when initiating contact with applicants to ensure that all are treated in the same way, for example with regard to invitations to visit the department, informal meetings to discuss the vacancy, and provision of information. Disabled candidates are allowed to submit an application in a different form e.g. by tape.

The confidentiality of applications must be respected by all those involved in the selection process.

5 The Interview Process

Ideally interviews should be conducted by more than one manager. There should, as a minimum, a two stage interview process which includes (for salaried positions) either a Director of the business or a member of the Human Resources team. Familiarity with the vacancy and preparation for the interview is a key to successful interviewing.

Interviewers must wherever possible:

- consist of a minimum of two people including the immediate Line Manager of the vacant post and a colleague who is familiar with the area of work to balance the panel's perspective.
- consist of staff who have received recruitment and selection training.
- declare if they already know a candidate.
- be willing and able to attend all interviews for the duration of the recruitment process (to maintain consistency and to ensure fair treatment of all candidates).

6 Arrangements for Interviews

Letters or e-mails to shortlisted candidates should include:

- date, time and place of their interview.
- map and directions.
- a request that they make contact should they have any particular requirements or to discuss the interview facilities (related to access to the venue or any other 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).
- qualification certificates that are essential to the post.

- permission to work in the UK documents.
- contact details of the interviewer.

The Immigration, Asylum and Nationality Act 2006 makes it an offence to employ anyone who does not have permission to live or work in the UK. To avoid making assumptions, it is the Recruiting Manager's responsibility to ask all candidates for evidence of their eligibility to work in the UK. It is unlawful to only carry out checks on potential employees who by their appearance or accent seem non-British.

Documents must be checked by Recruiting Managers at the interview and prior to any offer being made. Human Resources will take a copy of the original eligibility to work documentation at the employees induction.

7 Prior to the Interview

The interviewer should prepare by:

- reading the candidate applications and job description to identify areas which need further exploration or clarification.
- plan what questions are going to be asked inline with the competencies required for the position.
- be ready for the candidates questions, and try to anticipate what additional information they may seek.

8 The Selection Process

Interviewers must have received recruitment and selection training or have someone who had the training present. In addition to being available to offer advice on any stage of the recruitment process, Human Resources representatives can join an interview panel, if requested in advance.

Interviews should be scheduled as soon after the closing date as reasonably possible, as delays could lead to a possible loss of candidates.

The selection process may vary from vacancy to vacancy dependent on the seniority of the role. The Company has committed to psychometrically testing prospective employees before they are offered employment. This process takes a minimum of 72 hours. Testing can be carried out by using a web based portal or paper based assessment can be completed. Further details are available from the Human Resources department.

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 job description. The question areas to be explored by each interviewer should be agreed in advance to avoid overlap or repetition. It is advantageous to discuss their expectations of full answers to the questions, prior to the interview.

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. Interview questions should be phrased so that they do not favour any one candidate or group of candidates. Supplementary questions should be used to probe for further information or clarification where answers are incomplete or ambiguous. Care must be taken to avoid questions that could be construed as discriminatory (e.g. questions about personal circumstances). It is, for example, legitimate to ask for confirmation of whether individuals can comply with the working patterns of the post, but not to ask details of their domestic or child care arrangements etc.

Managers 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. For example, 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 at interview must not be taken into consideration in reaching a selection decision. For example, the fact that a male candidate shares details of his domestic circumstances with the panel but a female candidate chooses not to (or vice versa), should not be taken into account.

Interview notes must be taken by each interviewer to help make an informed decision based on the content of the interviews. Such notes must relate to how candidates demonstrate their knowledge, skills, experience and abilities in relation to the person specification. The Data Protection Act allows applicants to request disclosure of interview notes in the event of a complaint and an Employment Tribunal would expect IKO to have notes of every selection decision. The lack of interview notes would seriously lower IKO's ability to contest such a complaint. Obviously any inappropriate or personally derogatory comments contained within the notes could be considered discriminatory and are unacceptable.

Where the candidate being interviewed is disabled and reasonable adjustments may need to be considered in relation to the workplace or job, these should only be discussed if the disabled candidate is successful at interview.

It is good practice to offer internal applicants feedback after interviews as well as providing development needs and how these can be overcome. IKO's policy is to respond to requests for feedback from external applicants. Feedback should be specific, relating to the person specification, and honest. In feeding back to candidates it is good practice to balance the applicants' weaknesses with some positive points.

9 Conducting the Interview

Conduct the interview in an environment that will allow the candidates to give their best. Arrange for there to be no interruptions.

If relevant, let the candidate have a brief tour of the place of work. This is particularly useful in the case of people who are new to the job market, who may have little or no experience of what to expect in a workplace. It may also prove valuable in offering an additional opportunity to assess the candidate's interaction with possible colleagues.

It is common that both interviewer and candidate are nervous. Thorough preparation will help both of you. Be careful not to fill silences by talking too much. Remember the aim of the interview is to draw information from the candidate to decide whether they could be suitable for the position. The candidate should do most of the talking. Nevertheless, the interviewer will want to encourage candidates to relax and give their best. It is important to keep the conversation flowing and the introductions and the initial 'scene-setting' can help all parties settle into the interview.

The following pointers may be useful when conducting interviews:

- aim to start on time – this also prevents future delays if you are interviewing back-to-back.
- introduce yourself and other interviewers; this also gives the candidate time to settle down.
- give some background information about the organisation and the job – this helps everyone to focus on the objective.
- structure the questions to cover all the relevant areas and don't ask too many 'closed' questions (i.e those that only require a yes or no answer). Open-ended questions will encourage the candidate to speak freely – they often begin with 'who', 'what', 'why',

‘when’, ‘where’ or ‘how’. See Appendices 4 and 5 for Sample Interview Questions and Interview Format.

- avoid leading questions as the candidate will just be telling you what you want to hear which is not necessarily their own view or opinion.
- listen and make notes.
- have a time frame in mind and keep to it, allowing sufficient time for candidates to ask any questions that they may have.
- ensure that the candidate is familiar with the terms and conditions of the job and that they are acceptable to them.
- tell the candidate what will happen next and when they can expect to hear from you.

10 Making the Decision

Decide whom to employ as soon as possible after the interview. The information obtained in the application, the interview and any selection or psychometric tests will allow candidates to be assessed against the job description and a selection decision to be made. Use of a structured scoring system helps here, particularly one that is based on the applicants’ competencies, and helps avoid the pitfalls of stereotyping, making snap judgements, and ‘mirror-image’ effects (looking for similarities to oneself in the candidate).

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 the matter without delay to the Human Resources Manager. Interview proceedings are confidential and interviewers are free to divulge to others the decision reached only once the appointee has accepted the post.

Inform all the applicants of the outcome as soon as possible, whether successful or unsuccessful. Keep in touch and advise candidates should the decision making be delayed.

The successful candidate will be unable to commence employment if right to work checks are not conducted and the relevant documentation is not received.

Where the successful candidate is disabled, reasonable adjustments may need to be considered depending upon the disability. This should be done as soon as possible after appointment. The Company has a duty to consider what reasonable adjustments can be made to working practices, or premises, or to enable access to goods, facilities and services by disabled people. Where reasonable adjustments are agreed these must be recorded in writing. The candidate should also receive written confirmation of whatever adjustments have been agreed.

Try to give positive feedback to unsuccessful candidates on any aspects they could improve for the future. It is sensible to maintain a favorable view of the Company among the applicants – there may be future vacancies for which they would be suitable and for which you would wish them to apply. Failure to get one job does not necessarily mean unsuitability for other jobs with the Company.

11 Employing through Work Agencies

From time to time the Company may use agencies to engage the services employees on a short term basis. Recruiting managers should be aware of the Agency Workers Regulations 2010 that provide enhanced rights to agency workers. From the commencement of the assignment agency workers are entitled to equal access to collective facilities within the Company. These include:-

- the canteen/kitchen facilities
- all toilet and shower facilities in the relevant area of work;
- vending machines; and
- staff car parking

Agency workers will also be entitled to access to information about any relevant job vacancies.

Following 12 weeks in the same role for the Company the agency worker will be entitled to the same basic employment and working conditions as an employee or worker who has been directly recruited to the same job. This includes:

- basic pay (including pay for overtime pay, shift allowance, bonuses and commission);
- annual leave;
- working hours; and
- rest periods.

However, if the agency worker is given a substantially different role or there is a break of more than six weeks between assignments, the agency worker's qualifying period will begin again from the first date of the new assignment for the purposes of calculating his/her qualifying period. Please speak to the Human Resources team for further details.

If the Recruiting Manager wishes to permanently recruit an agency worker they must first check the transfer fees and extended hire periods of the agency. Once these checks have been made the Recruiting Manager should complete the Staff Requisition form (including any transfer fee applicable) and follow the normal recruitment process in terms of authorisation, psychometric assessments and references.

12 References

The offer of employment makes clear to candidates that two referees are required. References are sought once an offer of employment is made and accepted. Appropriate referees are those who have direct experience of a candidate's work, education or training: preferably in a supervisory capacity and a reference must be obtained from the current or previous employer. References should cover employment for the last three years to be taken up. References cannot be taken up unless the candidate has given permission.

References must only be kept on personnel files held by the Human Resources Department.

13 Offer and Induction

The Human Resources department will send a written offer of employment including offer letter, contract, Company handbook etc to successful candidates once requested to do so by the recruiting manager. Following acceptance of the offer Human Resources will arrange for an induction to take place. For salaried employees this will normally take place at Appley Bridge in incorporate as a minimum Human Resources, Marketing, Customer Services, Finance, Technical, Health and Safety, IT, QC and Site tour. None salaried employees will have their induction conducted at their location

site. Human Resources will conduct an induction of those employees as soon as practicable after commencing.

14 Onboarding

Once the employee has commenced employment the Line Manager must ensure they have all necessary equipment to enable them to fully fulfil their role. The line manager should set, as part of the Probation Review Form (see Appendix 6) the employees objectives and where relevant Key Performance Indicators (KPI's). The objectives and KPI's should be in line with the Company's objectives.

The employee and line managers should agree a regular review meeting where performance can be assessed, support is offered and feedback given. It is recommended that after 3 months of service the line manager conducts a mid-probation review with their employee. Such reviews don't have to be documented but are very useful in providing employees with a clear view of their progress in the Company and position so far. A formal probation review is conducted at 6 months of employment and is recorded on the Probation Review form which should be sent to the Human Resources Department as soon as possible after completion. Subject to the successful completion of the probationary period the employee will be written to by the Human Resources department and confirmed in post.

15 Breaches of Policy

Any employee with concerns about the application of this policy should raise their concerns in writing with either their Head of Department or the Human Resources Department.



IKO PLC
Recruitment, Selection & Onboarding

Acknowledgement

Name

Department/Site

Employee number

I have read and understood the contents of the “Recruitment, Selection & On-boarding” policy.

Signed

Print

Date

Appendices

Appendix 1 Staff Requisition Form

Appendix 2 Bounty Payment

Appendix 3 Application Form

Appendix 4 Sample Interview Questions

Appendix 5 Interview Format

Appendix 6 Probation Review Form

Appendix 7 Recruitment Flow Chart