

RECRUITMENT POLICY

Revision	Revision Date	Owner	Reference	Comment
01	January 2014	HR Manager	HR-POL-022	content revised
	March 2017	HR	HR-POL-22	No changes

1 Policy statement

- 1.1 The Royal Armouries recognises its staff as being fundamental to its success. The recruitment and selection process and decision is of a prime importance in obtaining the best possible people.
- 1.2 The Museum is committed to ensuring that the recruitment and selection of staff is conducted in a manner that is consistent, systematic, efficient, effective and promotes equality of opportunity.

2 Scope

- 2.1 This Policy applies to the recruitment and selection of all staff.
- 2.2 All employees involved in any stage of the recruitment and selection of staff should be aware of, and adhere to, the contents of this Policy. In addition, any external consultants, recruitment agencies or external experts who assist in the recruitment process must act in accordance with this Policy. The appointing manager is responsible for providing such external parties with this Policy prior to their involvement in the recruitment process.

3 Aims

- 3.1 This Policy will:
- Be fair and consistent;
 - Be non-discriminatory (see 5 below);
 - Conform to statutory regulations and agreed best practice.

4 Principles

- 4.1 Any staff involved in the recruitment process should be aware of their responsibilities under the relevant legislation (for example the Equality Act 2010, Equal Pay Act 1970, Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 and Data Protection Act 1998).

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- 4.2 The museum aims to secure equality of opportunity in all its activities and in this respect all staff should maintain a positive attitude towards equality of employment.
- 4.3 If a member of staff involved in the recruitment process has a close, personal or familial relationship with an applicant, they must declare this as soon as they are aware of the individual's application. It would normally be necessary for the member of staff to avoid any involvement in the recruitment and selection process. In any case the member of staff should declare to the HR representative involved that they know the applicant.
- 4.4 Documentation relating to applicants will be treated with the utmost confidentiality and in accordance with the Data Protection Act 1998. Under the Data Protection Act 1998 Applicants will normally have the right to access any documentation held relating to them.

5 Equal Opportunities

- 5.1 All staff involved in the recruitment and selection process must act in accordance with Royal Armouries' Equal Opportunities Policy.
- 5.2 Recruitment and selection must be carried out according to objective job-related criteria, which must be subject to regular reviews. It is Royal Armouries policy that there should be no discrimination against, or harassment of, any employee or job applicant either directly or indirectly on the grounds of:

- Race, colour, nationality or national or ethnic origin;
- Sex or marital status;
- Disability;
- Age;
- Gender re-assignment;
- Sexual orientation;
- Religion or philosophical belief;
- Political beliefs; or
- Trade union activity.

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6 The Recruitment Process

6.1 In respect of any vacancy the appointing manager is responsible for obtaining the proper authority for the recruitment. The appointing manager must complete the required internal paperwork and ensure that the signed and authorised documents are given to the Human Resources Department before the commencement of any recruitment. In addition the appointing manager must:-

- (a) prepare a written job description (if an existing accurate job description does not already exist); and
- (b) prepare a written person specification setting out the required attributes for the job; and
- (c) consult the Human Resources Department in relation to the appropriate grade and salary to be applied to the vacancy.

6.2 The appointing manager must discuss with the Human Resources Department the most effective means of obtaining suitable candidates. Human Resources will decide on the most appropriate place to advertise to attract the relevant candidate pool. In addition all vacancies will be advertised internally.

6.3 All advertisements must contain sufficient information to ensure the correct recruitment group is targeted and reduce unsuitable applications, while remaining as cost effective as possible. Managers and the Human Resources Department must ensure that there are no discrimination or data protection issues in any adverts. For example, an advertisement for an "energetic" person when the job is mainly sedentary will offend the relevant provisions of the Disability Discrimination Act 1995. Less obviously, age range coupled with experience requirements may indirectly discriminate against women because of career breaks to raise families.

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- 6.4 All advertisements must be approved by the Human Resources Department prior to publication.

7 The Selection Process

- 7.1 Appropriate selection procedures must be used for each post. The procedures may vary. At its simplest this may involve a straightforward interview and (in some circumstances) skills testing. However, other selection methods including assessment centre, psychometric testing, presentation to an interview panel on a chosen topic, and/or a series of interviews on various topics may be used.
- 7.2 The appointing manager will short-list candidates and be on the interview panel. There must be at least two people on any interview panel. There must be a member of the Human Resources team on every interview panel, with the exception of posts receiving a salary of less than £15,000 per annum. For such recruitments the recruiting manager will discuss the recruitment process with HR and the interview process will be mutually agreed.
- 7.3 Application forms received by the closing date will be anonymised, and information relating to age, gender, ethnicity and disability removed, and then forwarded to the appointing manager for short-listing. Candidates for interview must be selected against the person specification. In order to protect the organisation and to ensure compliance with legislation, the Human Resources Department will, from time to time, independently check the candidate selection process. All papers must be returned to the Human Resources Department who will invite the candidates for interview and make the necessary housekeeping arrangements for the interviews. Candidates who have not been short-listed will also be informed.
- 7.4 Any skills test (e.g. presentations or exercises) must be directly related to the role and measured against objective criteria. Presentations for one post must, wherever possible, be assessed by the same persons. Candidates must be notified in advance of any skills test when they are invited to interview.

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8 Interviewing

- 8.1 At the interview, the appointing managers must ensure that equal opportunities legislation is strictly adhered to and that the Museum's Equal Opportunities Policy is followed.
- 8.2 If the appointing manager is aware that the applicant has a disability then the Museum will be under a duty to make reasonable adjustments to arrangements or facilities for the interview. This might be as simple as rearranging the time of the interview or considering the lighting arrangements or access to the building.
- 8.3 Interview questions must relate to the job requirements as exemplified in the person specification and the candidate's suitability for the position. The person specification must be used as the basis for determining the interview questions.
- 8.4 Interviewers should be particularly careful in relation to the questions asked of an applicant. In appropriate circumstances there will be no discrimination if the questions are relevant to the job being considered.
- 8.5 Interviewers should note that the Rehabilitation of Offenders Act 1974 provides that after a period of time, people who have been convicted of criminal offences and who have served their sentences are, with some exceptions, not obliged to disclose those convictions. Therefore, other than matters disclosed on the application form, previous convictions should not be discussed. In any case, details of candidates' convictions will be retained by the Human Resources Department and not be provided to managers during the selection and interview process.
- 8.6 It may also be appropriate to ask questions about general health where it can be shown that it is directly related to the job role. However, this should be undertaken in such a way that does not constitute discrimination on the grounds of disability. The likelihood of the employee requiring a work permit should also be considered.

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- 8.7 Interviewers should be aware that a promise made orally at an interview may be binding upon a prospective employer. In exceptional circumstances, an oral promise made at an interview, which is in conflict with a subsequent written term, may be upheld. Care must also be taken about representations made at interview in order to avoid any claims for losses sustained as a result of a misrepresentation (for example if a job does not match up to the promises made at an interview).

9 The Decision

- 9.1 When all candidates have been interviewed, the panel will decide on the best person for the post. The choice for appointee will be determined by the scoring system. Where candidates' scores are equal the Human Resources Department will advise on how to make a final selection; methods may include comparing scores for key criteria, further skills testing, or a second interview. Selection should not be made by reference to any criteria that could be held to be discriminatory. If a potential recruit is disabled, the interviewers may seek external advice as to ways the disabled person may be able to do the job successfully.
- 9.2 The Human Resources Department will arrange to inform the successful candidate as soon as possible, agreeing a commencement date and starting salary. Any offer must be conditional (see 10.1 below)
- 9.3 The Human Resources Department will then:
- Inform all unsuccessful candidates;
 - Write to the appointee conditionally offering the post;
 - Initiate the internal administration process;
 - Notify the appointing manager that the appointee has accepted or refused the offer, or if there are any other details to be cleared;

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10 The Offer

10.1 It is very important that any offer is made subject to the following:

- Satisfactory references;
- Provision of relevant documentation to comply with the Asylum & Immigration Act 1996;
- Provision of evidence of required qualifications (eg. driving);
- Meeting the required health standard (see section 12 below).
- An acceptable result from Royal Armouries security checks

11 References

11.1 The Human Resources Department will request the required referees and take up references in line with the Museums current Employee Reference Policy.

11.2 When checking the references, the Human Resources Department should ensure that the references are independent (and are not from members of the individual's family, a person that the individual has influence or control over, personal friends, etc).

11.3 If the references create any doubt as to the suitability of the candidate, Human Resources will consider either obtaining further information from the referees or requesting additional referees from the individual, in line with the current References Policy.

11.4 Should any discrepancy be discovered, the applicant should be given an opportunity to make representations about the discrepancy before any decision is taken about his/her employment.

12 Medical Examinations

12.1 Where the demands of the job require the recruit to be physically fit the Museum may require an individual to complete and medical questionnaire or undergo a medical examination by a doctor appointed by Royal Armouries.

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12.2 Appointing managers should be aware that if the requirement for questionnaire or examination is imposed selectively (i.e. only applicants who have disclosed a disability are asked to undertake a medical examination), this may be discriminatory.

12.3 The objective of the medical report should be to judge whether the recruit is fit for the job. Disclosure of a medical disability, however severe, which has no bearing on the job, cannot be used to reject an otherwise suitable candidate. To do so is unlawful under the Equality Act 2010.

13 Convictions

13.1 Details of candidates' convictions supplied in the recruitment process will be retained by the Human Resources Department and not be provided to managers during the selection and interview stage.

Prior to offer, the Human Resources Department will carefully consider any spent or unspent convictions disclosed in relation to the specific job role, consulting the appointing manager and the individual as necessary.

13.2 For all posts it is the Museum's policy to obtain either a security clearance via the sponsoring Department and/or a disclosure on spent and unspent convictions from the CRB, as appropriate. This is in order to ensure the safety of other employees, the public and the collection.

13.3 All job advertisements for roles requiring CRB checks will contain wording confirming that the role is subject to a CRB check.

13.4 When an offer of employment is made subject to obtaining a satisfactory CRB check, an application should be made to the CRB for a standard or enhanced disclosure. As a rough guide obtaining disclosure from the CRB will normally take:

- Standard disclosure - up to 2 weeks;
- Enhanced disclosure - 3 to 4 weeks.

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Managers should note that in busy periods, the checks may take longer.

- 13.5 In some cases applicants will be permitted to commence working for the Museum prior to the CRB check being obtained. However, such employment is conditional on a satisfactory disclosure and the applicant may be asked to leave the museum if an unsatisfactory disclosure is obtained.
- 13.6 If the CRB check discloses any spent or unspent convictions, the appointing manager/Human Resources Department should take the following action:
- If the conviction was already disclosed on the application form and the decision has been taken to offer the position to the recruit, the individual should be employed;
 - If the conviction has not previously been disclosed then the Human Resources Department, involving the recruiting manager as appropriate, should decide whether or not the applicant should be given an unconditional offer of employment.
 - The Human Resources Department/appointing manager should speak to the applicant and allow him/her to make representations before any decision is taken to refuse to offer employment.
- 13.7 Information obtained about criminal convictions constitutes "sensitive personal data" for the purposes of the Data Protection Act 1998. As such, express consent from the individual is needed to process this information. Consent may be given on the application form or, alternatively, the individual's written consent should be obtained if the Museum wishes to process the data in a way, which had not previously been, envisaged i.e. sharing information with local authorities.

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14 Inducing Breach of Contract

- 14.1 Employers must be wary of the risk of 'inducement to breach of contract'. Employers who encourage or insist that a recruit leave his existing employers without giving and, if required, serving full notice or before the end of a fixed period contract, may be inducing or procuring him to breach his contract. The same applies if the employee's contract contains enforceable restrictions against working for a competitor or soliciting customers etc if these are broken in the new employment. The Museum could be subject to litigation if it induces or procures a breach of contract.
- 14.2 Appointing managers should confirm the position with recruits and, for posts where this is likely to be an issue (i.e. high level posts), should check current contracts of employment before an unconditional offer of employment is made.

15 Records

- 15.1 At the end of the recruitment process, all records must be handed to the Human Resources Department who will retain them for 6 months in case of requests for feedback or the threat of litigation.
- 15.2 Managers should note that individuals are entitled to request sight of any documents containing their personal details. As such, all documents used in the selection process should be retained and may be subject to scrutiny.

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