

# Recruitment Policy Standard

## CAG/STAN/D6

**Issue Date:**

1<sup>st</sup> January 2006

**Authority:**

Chief Executive, Serco Group

**Applicability:**

Serco Group covering all business divisions, operating companies and business units throughout the world

**Executive Summary**

All recruitment should be consistent with legislation and good employment practice, and that the most suitable person for a position is selected. This policy standard provides a framework for the implementation of recruitment procedures and sets out the minimum requirements of any recruitment process. It addresses

- initial review and authorisation
- definition of the requirement and content of vacancy notices
- advertising
- selection
- references
- records

This policy standard has been developed with the aim of ensuring that all recruitment is carried out in a fair and open manner.

# 1 Introduction

This Policy Standard provides a framework for the implementation of recruitment procedures and sets out the minimum requirements of any recruitment process.

# 2 Objective and Commitment

The objective of this recruitment policy standard is to ensure that recruitment procedures are consistent with legislation and good employment practice, and that the most suitable person for a position is selected.

All recruitment activity is governed by this policy standard, which will be supported by local policies where appropriate.

# 3 Principles

This policy standard has been developed with the aim of ensuring that all recruitment is carried out in a fair and open manner.

This policy standard should be read in conjunction with Serco's Equal Opportunities policy standard, which states that employees should not receive less favourable treatment because of their race, sex, religion/belief, disability, marital status, age, sexual orientation, gender identity/expression, trade union activity, political belief, pregnancy or maternity leave, caring responsibilities, social origin or irrelevant medical or criminal records.

All individuals have the right to request that they carry out the role on a flexible basis, which includes part time and/or job-sharing. However, genuine occupational or business requirements may mean that this is not possible in some roles.

# 4 Requirements

## 4.1 Review

The recruitment and selection process will not commence until:

- an evaluation of the need for the role against the local business area's strategic plan and budget has been completed; **and**
- appropriate authorisation has been obtained.

## 4.2 Content of Vacancy Notices

All vacancies will have a:

- job description highlighting the duties and responsibilities of the role and written in language that is clear and immediately accessible; **and**
- person specification, setting out the knowledge, experience, skills and abilities both necessary and desirable to carry out the role.

### 4.3 Advertising

All roles must be advertised on the Serco recruitment website on the Serco intranet. The only exception to this would be:

- for commercially sensitive roles (e.g. Chief Executive)
- when approved ring-fencing takes place in order to facilitate redeployment.

Vacancies will normally be advertised internally before they are advertised externally, although subject to local arrangements, they may be advertised concurrently. If any roles are advertised externally, then they must be sent to [www.serco.com](http://www.serco.com) via the Serco Recruitment Website.

All advertisements must show a closing date, unless there is an ongoing need to recruit for specific roles.

All UK vacancy advertisements must include the wording: 'All applicants are welcome to apply regardless of age, disability, gender, marital status, race, nationality or ethnic origin, religion, or sexual orientation.' Similar appropriate wording should be included on non-UK advertisements.

Corporate branding must be adhered to.

Disabled candidates who meet the minimum requirements for the role will be guaranteed an interview.

Recruitment agencies and suppliers of temporary, interim and permanent resources may only be used in the UK if they are on the Serco preferred or approved supplier list and are used in line with the defined process.

### 4.4 Selection Process

Local businesses should agree selection processes for all supervisory roles with their business HR Representative. All recruitment will be based on the agreed job descriptions and person specifications and all decisions will be recorded.

Where tests requiring demonstration of practical skills are used, they should be capable of being assessed and applied equally to all candidates. Suitable adjustments will be made for candidates with disabilities to undertake the tests.

Subject to operational feasibility, all interviews for a given position should be carried out by the same people. Wherever possible, two people should be involved in interviewing each candidate.

### 4.5 Priority in the Selection Process

Priority in the selection process will be given in the following order:

1. Displaced internal candidates
2. Other candidates as per the interview process.

## 4.6 Employment References

All offers of employment will be made subject to satisfactory references.

Prior to commencing employment, all external candidates who are successful at interview for appropriate roles will be required to provide:

- evidence of their right to live and work in the country in which the role is based. Subject to HR agreement, successful candidates for UK roles may be granted up to 13 weeks to provide a permanent National Insurance number;
- appropriate employment references covering the preceding five year period. Subject to non-UK practice, verbal references should only be accepted with prior agreement from HR;
- a medical declaration / occupational health clearance subject to local procedures and the nature of the position.
- appropriate security clearance. For example in the UK successful candidates who will be working in a sensitive area will be required to complete a Criminal Records Bureau (CRB) / Security Clearance form or local equivalent, although subject to local policy, they may commence employment prior to the results being confirmed.
- documentary evidence of qualifications/membership of professional bodies where this is an occupational requirement of the role.

## 4.7 Retention of Records

Documentation relating to the recruitment process e.g. completed application forms and interview notes will be securely stored and access will be limited to those involved in the recruitment process.

Records will only be kept for as long as they are necessary and relevant to the business. Applicants will have the right to feedback and to access any documentation held on them in line with local legislation.

Candidates will be advised if their details will be kept on file for future vacancies, and will have the opportunity to object.

# 5 Responsibility and Authority

The Policy Standard is issued under the authority of the Chief Executive, Serco Group plc. Responsibility for implementation of this policy standard is set out below.

- Responsibility for the achievement of this policy standard rests with the Executive Team.
- Divisional Chief Executives are responsible for implementing the policy standard, monitoring its implementation in the everyday activities of their division and report to their divisional board.
- Managers are responsible for implementing the policy standard, monitoring its implementation in the everyday activities of their operations and report to their contract board.

- The Group Human Resources department is responsible for reviewing the policy standard and ensuring that it is kept up to date with changes in legislation. It is also responsible for the development of guidance and training on the implementation of the policy standard and for providing appropriate reports to the Serco Group board.

## 6 Evidence of Compliance

To demonstrate compliance with this Policy Standard, the following documentation is to be available for audit:

- Serco Group plc
  - Recruitment Policy Standard (this document)
  - related policies and procedures
  - job descriptions and person specifications for all advertised roles
- Divisions and operating companies
  - policies and procedures
  - job descriptions and person specifications for all advertised roles
- Business unit/operating contracts
  - policies and procedures
  - job descriptions and person specifications for all advertised roles

## 7 Guidance & References

The following documentation should be read in conjunction with this policy:

- Equal Opportunities Policy Standard (CAG/STAN/D1)
- Data Protection Policy Standard (CAG/ STAN/E4)

Further guidance is available from divisional and Group Human Resources departments.