# Recruitment and Selection Policy

Drafted October 2013 To be adopted January 2014

# 0.1 Basic Principles

The aims of this policy are to:

- 0.1.1 enable the selection of the best available candidate(s)
- 0.1.2 ensure job selection is carried out within Oblongs equality and diversity policy and is based on fair, objective tests related only to a person's ability and suitability to perform the job in question
- 0.1.3 ensure that the process of advertising is open, inclusive and appropriate
- 0.1.4 ensure that selection procedures are fair and transparent, while preserving confidentiality about any individuals personal information
- 0.1.5 ensure that no-one is appointed to do a job for which they are, for whatever reason, not capable or suitable
- 0.1.6 enable existing staff to progress and prosper within the organisation insofar as this is compatible with the previous aims
- 0.1.7 ensure clarity about the nature of any vacant post and its terms and conditions, in order to avoid misunderstandings and dissatisfaction at a later date
- 0.1.8 ensure that potential and actual applicants are treated with courtesy and respect, as a new job usually involves considerable effort, significance and risk in people's livesIt is not the purpose of this policy to provide a detailed guide to a complete selection process.This will differ for each job. It sets out the principles on which the process should be based.

## 1. Permanent posts

Wherever possible, posts will be offered on a permanent basis subject to funding continuing to be available. Where a post is funded for a particular duration this will be made clear in the advertisement.

# 1.1 Allocation of responsibilities

#### The Trustee Board

The Trustee Board will agree that any new post is financially viable and that an appointment process should be instigated. They hold ultimate responsibility for the terms on which posts are offered and for ensuring that this policy is adhered to.

#### The staff team

The staff team of Oblong Ltd will be responsible for recommending to the Trustee Board the timescale for the appointment; the draft job description, person specification and advertisement; and for servicing the selection panel, advertising the post and dealing with enquiries.

The staff team will be responsible for determining the finalised job description and person specification, any variable terms and conditions relating to the post and for appointing or confirming the selection panel.

Most of the administrative tasks associated with recruitment will be delegated to staff team. The staff team will also be responsible for ensuring that this policy is observed and that all necessary contractual formalities concerning a job offer are completed.

#### Selection panel

The selection panel will be responsible for:

- overseeing the recruitment process
- agreeing a shortlisting and interview process consistent with this policy
- devising interview questions and tests and agreeing how these are to be marked/weighted if appropriate
- carrying out the selection process in a manner consistent with equality and diversity principles

The panel will be responsible for making a job offer and monitoring references. Where possible, they will review the appointment process to see where it could be improved, in particular with regard to equality and diversity and where, when and how job advertisements are placed.

# 1.2 Job description/person specification

No selection process can be put in motion until the job description and person specification are agreed. These will as far as practicable be drawn up in consultation with all relevant members of staff, particularly those who will work in the same team. Unless the job in question is of short duration or is a very specific task (e.g. undertaking a survey or covering a short period of sickness), they must be agreed by staff team.

All decisions relating to the job description and the terms and conditions must be based on the needs and values of the organisation. They should be scrutinised in a range of forums in order to avoid anyone in the organisation acting out of possible self interest.

The job description and person specification will make it clear what the job involves, including information about, for instance, access, need to lift heavy equipment, need to drive, evening work.

Please see below for the process to be used in appointing to short-term/temporary/specific task posts, or where extra hours become available for an existing post.

## 1.2.1 Job descriptions

These should be reviewed at the time a bid for a new post is submitted and each time a job is advertised (or re-advertised).

The tasks involved and the skills/qualities required should be analysed and a job description drawn up on the basis of this analysis. Since job descriptions naturally change in time, both to reflect the changing directions of the organisation and to reflect the particular strengths and interests of a post holder, it is probable both that

a) initial job descriptions will be drawn up with a view to providing a basis from which the job can continue to develop and to ensure

that Oblong continues to honor its responsibility towards its funders and

b) any earlier job descriptions will need to be amended.

# 1.2.2 Terms and conditions (T&Cs)

T&Cs of the job will also be agreed at this point, including the pay and hours and also, for instance, whether the job could be offered on a job sharing or homeworking basis (see below), whether it is temporary, fixed term or permanent, whether it is dependent on specific funding arrangements and whether or not it could be done on a self-employed contractual basis. Salary levels should where possible reflect the Oblong policy of equal rate of pay for all staff.

# 1.2.3 Person specifications

This should be drawn from the job description. They should list both essential and desirable qualifications/attributes. For equal opportunity reasons, it is important that the 'essential' requirements are **genuinely** essential. The selection panel will then be able to form a judgement as to

- a) who appears to meet the basic requirements and who does not, and
- b) who meets the requirements most convincingly and comprehensively.

# 1.3 Selection panel and recruitment timetable

As early as possible, the trustee board should appoint a selection panel, as appropriate to the post in question, who will be responsible for setting a timetable for the selection process.

The trustee board may delegate the formation of a selection panel to the staff team.

#### 1.3.1 Panel

The selection panel will normally comprise paid staff and trustee board members and would normally include some representation from volunteers where appropriate.

It could also include people with specialist knowledge from outside the organisation and/or people representing partner agencies.

The panel should be selected on the basis of relevant knowledge (including experience/training in personnel selection) and availability.

The panel should normally comprise no fewer than three people and no more than five and where possible should reflect the diverse composition of the organisation.

#### 1.3.2 Timetable

A timetable including advertising, closing date, shortlisting, interviews and probable start dates will be drawn up by the selection panel. The selection panel will be responsible for the appointment process, but may delegate administrative tasks. They will report to the Trustee Board and staff team, either to confirm appointment or to discuss re-advertising.

#### 1.4 Advertising

Permanent posts will be publicly advertised unless there is a compelling reason not to do so (e.g. where an existing temporary worker has been through an open selection process or where a post has been designed in accordance with the needs of a disabled person).

The exact places and methods of advertisement will depend on factors such as the number of hours, the locality of the post, the timescale of relevant publication dates, any relevant 'trade' or professional publications, and cost. However, the aim should be to advertise widely, taking particular care to reach potential applicants from disadvantaged and minority groups.current salary levels of existing staff in similar posts.

The response to advertisements, both enquiries and applications, should be evaluated to determine the most productive methods of advertising in the future.

Advertisements should clearly state:

- the job title
- location
- hours

- salary
- where appropriate, the duration of funding

Where appropriate and affordable, advertisements should make it clear:

- whether the salary is on a scale
- if the job is part-time, the full-time and pro rata salary

(These details should **always** be made clear in supporting information sent to enquirers.) It should include details of how to get the information pack (address, phone number and email address) and give the closing date for applications. The advertisement and supporting documents should be distributed in a format which can be used with web accessibility software (e.g. screen reader).

The selection panel may also wish to include other milestones of the selection timetable such as when applicants can expect a decision, or when interviews will be held.

Copies of all recruitment advertisements should be circulated internally. Internal applicants will be able to apply on the same basis as any other candidates (but see below for temporary posts).

# 1.5 Application pack for candidates

The application pack should include:

- information about Oblong Ltd
- the job description and person specification
- an application form
- a summary of main terms and conditions of the role
- a statement of Oblongs equality and diversity policy and information about how to make a complaint
- instructions on how to fill in the application form
- closing date for applications
- interview date
- anticipated start date, particularly where this is an important constraint
- the date by which applicants can expect to hear whether or not they are

#### invited to interview

Other items of information, such as project development plans, budget details, examples of publications etc. will depend on the post being advertised.

When the funding for a post is clearly time limited this should be explained in the pack.

### 1.6 Application form

The application form should ask only for information which is relevant to the applicant's ability to do the job.

It will not ask for a person's

gender,

age,

marital status.

religion,

ethnic origin,

sexuality

nationality/citizenship

or other sensitive personal information unless occupational requirements apply **or** for purposes of monitoring, in which case providing this information will be optional and will be asked for on an anonymous detachable sheet. See below for questions about health and disability.

The exact design of the application form will differ for different jobs, but every attempt should be made to assist applicants to show how their skills and experience match those required by the person specification. Any limits on personal statements should be clearly stated on the form. In order to ensure a 'level field' for all applicants, CVs will not be accepted in place of, or in addition to, application forms.

Applicants may be asked to say where they saw the advertisement in order to assess the effectiveness of various advertising platforms.

The interview date (and where it is significant, the planned start date) will be stated on the application form so that anyone who is unable to attend on that day (or who has, for instance, a particularly long notice requirement in their current job) will not waste time unnecessarily filling in the form.

# 1.7 Job sharing and home working

- 1.7.1 Job sharing should always be considered as an option.
- Unless there are clear reasons why this would not work (e.g. if the job is for less than 30 hours a week, has identified needs of continuity or individual availability, or has only limited funding for recruitment) the possibility of applying as a job share partner should be stated in the job description/information pack.
- Applicants who wish to job share may apply with or without a preferred job partner.
- Where people apply as a partnership and one person is selected for the
  post and the other is not, a job will be offered to the suitable applicant only.
  Similarly, if an applicant who applies for one half of a job share is selected
  as the best candidate, recruitment for a partner will be undertaken
  separately.
- Applicants should be told that if they wish to apply on a job share basis, they
  must state this clearly on their application form.
- 'Job sharing' may mean that a job is divided into component tasks and each partner is expected to perform his or her own defined tasks, or it may mean that each person performs a part of each of the tasks that comprise the job. It may be more helpful to think of the work as being divided into two discrete part-time posts rather than one shared post. This must be clarified to the successful candidates.

# 1.7.2 Home working

If a job can be done from home, this should also be stated in the information about the job and candidates invited to apply on that basis if they wish. The management of working from home, in terms of integration into Oblong's peer management etc., should also be made clear.

#### 1.8 Equality and diversity

We will always seek to recruit the best person for the job on merit and to avoid discrimination.

## 1.9 Health and disability

To ensure we do not discriminate against disabled people we will comply with the Equality Act which requires employers to make reasonable adjustments and bans employers from asking about health and disability until after a (conditional) offer (e.g. conditional upon references or DBS checks) of employment has been made, except:

- a) to check whether the applicant can do the intrinsic parts of the job
- b) to check whether reasonable adjustments should be made to the interview process, test etc.
- c) for monitoring purposes

The job description and person specification will make it clear what the job involves, including information about, for instance, access, need to lift heavy equipment, need to drive, evening work.

It will be assumed that applicants will not put themselves forward for jobs that they are not capable of performing on health grounds.

Applicants will not be asked on the application form (and/or at interview) about their sickness record. Questions about any adjustments necessary for interview and to ascertain that the candidate is able to perform the intrinsic tasks of the job should be on a separate page which is removed before shortlisting, as below. Application forms and interview questions will address the candidates' ability to perform the 'intrinsic functions of the job' in such a way that any health or physical limitations can be discussed with a view to establishing whether reasonable adjustments might be helpful.

No other questions relating to health or disability may be asked until after a conditional offer has been made. Once the selection process is complete and a conditional offer has been made, ways of solving any health problems will be discussed. Applicants will only be refused a job on grounds of health if it is felt that

they would be unable to carry out the main functions of the job even after reasonable adjustments had been made. Where this is in doubt, an otherwise suitable candidate may be offered a job on a specified trial basis.

Care should be taken not to present information in such a way that it will discourage disabled people from applying.

All applicants will be informed (on the detachable sheet, as below) that referees will be asked to comment on their sickness record after a conditional job offer has been made. Any concerns will then be discussed with the applicant prior to their taking up the job.

# 1.10 Equal opportunity monitoring

Monitoring sheets should be separate to the main application form and removed before they are read for shortlisting. Monitoring forms will only be used in the context of a clear intention to analyse the applicant profile and review advertising practice.

## 1.10.1 Detachable front sheet

The front page of an application form, which contains the name and address of the applicant and their referees, should be detached from the rest of the application form before the shortlisting begins. A question about any requirement for 'reasonable adjustments' in the interview process should also be included on this detachable page (see above). The page should be cross-referenced with the application form and restored in order to invite shortlisted applicants to interview and to contact referees for the successful candidate and to make any required adjustments to the interview process.

#### 1.11 Criminal record

Candidates should be informed, in the application pack and in a letter inviting shortlisted candidates to interview, that they will be asked to declare any unspent convictions in confidence (in a sealed envelope) at interview before they are offered a job. Successful candidates will be requested to carry out a police check via the Disclosure and Barring Service at Oblongs expense, although under the Data

Protection Act this cannot be a condition of acceptance.

Oblong Ltd will only ask for disclosure of spent convictions or other DBS checks where appropriate, e.g. where the post holder will be working directly with children or vulnerable adults.

### 1.12 Immigration and Asylum Act

All candidates will be informed that, if successful, they will be required to show evidence of their eligibility to work in the UK. Acceptable evidence might be a UK passport or other documents from the Home Office list of acceptable documents.

#### 1.13 References

References will normally only be taken up for the person to whom the job is to be offered. Applicants will be asked on the application form to ensure that their referees are willing and able to provide a reference, and no job offer will be confirmed until satisfactory references are provided.

The purpose of references is to confirm information supplied by the candidate and to check that there are no undisclosed reasons why that person should not be offered the job.

Normally, two references will be requested. Usually referees will be asked to complete a reference request form covering matters such as honesty, absence/sickness record, (provided that questions about this are not asked if references are sought prior to job offer) experience and performance in previous employment.

Referees should normally include at least one who has known the applicant on a professional basis. Individuals who are returning to employment will not be disadvantaged by Oblong insisting that this referee is either recent or a manager.

References are confidential to the selection panel and the Trustee Board. See also Section 1.17 'Job offers'.

### 1.14 Confidentiality and retention of records

Before interviews have taken place, all application forms will be stored in an appropriately secure location and only available to the selection panel or some other person with a valid reason for needing access (e.g. in order to photocopy

them for shortlisting).

Take care too at the initial stages as applications may be stored electronically, so think who would have access to them if they are held on a public server.

After interviews have taken place, confidential paperwork not required to be kept on record will be shredded as soon as practical after the appointment is made.

The application form of the successful candidate, along with references, should be kept in their personal file for as long as they remain in employment. Records of the selection procedure, including scoring and any accompanying notes for shortlisting, interviews and tests should also be kept for at least one year. All personal information of this kind must be securely stored in a locked filing cabinet or on password protected computers.

## 1.15 Shortlisting

Shortlisting is done as soon as possible after the closing date. It should be done independently by each member of the selection panel. Persons delegated by the Selection Panel may prepare a 'long list' of applicants who appear to meet the essential requirements of the job (for example, if there are a large number of applicants), but all applications will still be available for any member of the panel to scrutinise. Shortlisting will be done by scoring each applicant against each of the essential job requirements on the person specification and ranking applicants accordingly.

Unless there is obvious unanimity at this stage between all those shortlisting, invitation to interview will be decided by a process of discussion and elimination by the shortlisting panel. Discussions will be based on the evidence given on the application form. Usually no more than six people will be invited to interviews, which will normally all take place on the same day. If applicants are unable to attend on that day, their applications may not be considered. Oblong Ltd will try to rearrange interviews where possible but cannot guarantee this. Candidates who were unable to attend for interview in the first instance may be invited to apply again if no appointment is made.

Where possible, the interview date will be stated on the Application Form or

advertising, to avoid any such problems.

If the shortlisting panel agrees that there are no applicants that meet the requirements of the person specification, they may decide not to interview and to take alternative action - for instance, to re-commence the recruitment process.

The selection panel will be responsible for agreeing the **interview process**, questions and any practical tests as appropriate. They will also agree how questions and tests are to be marked, and consider any weighting to be given to particular questions or tests.

Weighting, and any benchmarks the applicants are scored against will be agreed before shortlisting and interviews take place respectively.

### Recruiting without an interview

In exceptional circumstances, the shortlisting panel may agree to proceed to making a job offer without holding an interview. This might happen, for instance, where there is only one candidate who has already been performing in the same or a similar role within Oblong and who meets the criteria of the person specification so that the panel feels that there is nothing new to be learned by interview or tests. This is to avoid being tied to excessively formal procedures in denial of common sense considerations.

However **all** applicants would still be required to submit an application form/letter and the principle of rigorous checking of the applicant's abilities against the job description would still apply.

#### **Declarations of interest**

If any of the selection panel know any of the applicants, personally or professionally, they should declare this to the rest of the panel. It will be for the panel to decide whether this could be prejudicial and whether that member should withdraw. Their decision should be recorded with brief reasons. In general, personal knowledge of a candidate will not debar a panel member unless the applicant is a close relation or partner. If a panel member wishes to withdraw from the process, however, they should be allowed to do so and a replacement nominated.

### Interview information

Candidates who are selected for interview should be informed as soon as possible of the time and venue of the interview. They should be told who will be interviewing them and the nature and duration of any tests they will be asked to perform. Care should be taken to check that the interview premises and the media used for any tests are accessible for all. Adjustments should be made where necessary.

## Travel expenses

Oblong is unable to pay travel expenses for interview.

#### 1.16 Interviews

Special arrangements for interview may be needed for disabled people and these should be accommodated wherever possible.

All candidates will be asked the same questions, although supplementary questions may be added to expand or clarify the answers given. Every attempt should be made to assist candidates to show the best of themselves. Questions should relate only to candidates' experience and ability to do the job. Answers should be scored on a previously agreed system and these scores should be used as a guide to discussion at the conclusion of all the interviews. Application forms should be available to the panel at interview and should form part of the information on which the decision to select is made. An explicit record of the reasons for appointment or non-appointment should be made on the appropriate form.

Interviewers should be aware that candidates may in some circumstances have the right to see notes made about them at interview.

# Involving other staff and volunteers in interview process

Usually other staff and/or volunteers will be involved in welcoming candidates. In some cases they may be asked to take a more formal role, such as administering a test, assisting with a 'role play' or occasionally undertaking a different kind of interview. The degree of input into the decision making process that this will entail should be made explicit both to the member of staff/volunteer and to the candidates. For instance, 'welcoming' staff/volunteers may be asked to comment on the

appropriateness of candidates' social interaction for the post in question. These observations could be used to confirm or modify the impression given in the formal interviews, but would not normally be decisive in determining who is successful. There will be no power of 'veto' for anyone who is not a member of the selection panel.

#### Decision

All candidates should be fully discussed in order to enable feedback to be given if requested.

The panel should be free to discuss who would best fulfil the job required taking into account all known factors. 'Known factors' will include information presented in the application form, performance at interview and in tests.

If there is agreement that none of the candidates appears to be able to do the job, no appointment will be made. If there is disagreement about who is the best candidate, discussion will continue until agreement is reached. In rare cases, some candidates may be asked to return for a second interview to clarify or expand certain points. If possible, the entire panel should be present at this second interview and have a clear understanding of what they would achieve that they had not been able to achieve in the first interview.

#### 1.17 Job offers

A conditional oral offer should be made as soon as possible to confirm that the successful candidate wants the job. If they do, a letter should be sent offering the job subject to the satisfactory outcome of reference requests, police or DBS checks, sight of essential qualifications, work permit confirmation. The offer letter should also state the main terms (i.e. pay, hours of work, pension entitlement and whether the job is temporary or permanent), give a proposed start date and state any arrangements for interim contact etc. The letter should offer a copy of the full Written Statement of Employment Particulars if required. A letter making an unconditional offer, with an agreed start date, should be sent once all checks have been done and references received. Other factors to include in the offer letter if appropriate:

Whether or not funding is tied to the particular post.

• If experience or qualifications have been a significant factor in the decision to appoint, a job offer may also be conditional upon confirmation of these (e.g. sight of certificates). Some jobs may be offered subject to medical reports.

### References

References should be sought with all possible speed. Returned references should be shown to the interviewing panel to confirm that they are in order and the successful candidate informed when the job offer is finally confirmed. Any concerns about references, police checks or medicals should be referred to the whole selection panel. Where concerns relate to health or disability, consideration must be given as to whether any reasonable adjustments can be made which would enable the candidate to carry out the job.

## Unsuccessful candidates

Rejection letters (or emails) should be sent to unsuccessful candidates as soon as possible. These candidates should be offered the opportunity for feedback about their performance in the application process (application form, interview and tests) and a member (or members) of the selection panel should be nominated to do this. They should keep notes of scores and discussion in order to help them to do this. Feedback should not make reference to the identity of other candidates, or to their performance/skills except in the broadest of terms.

# 2. Temporary / fixed term / specific task vacancies

Where a post is fixed term this will be made clear in the advertisement. Specific task posts will also be clearly advertised as such, with a clear indication that subsequent work cannot be guaranteed. Temporary posts will normally only be offered as short-term measures to cover the absence of permanent staff (e.g. on maternity leave). Wherever possible, the temporary post holder will be told how long the post will continue on a temporary basis, although this is likely to be unpredictable in some cases (e.g. sickness cover) and subject to revision if circumstances change.

In order to give management flexibility to meet genuine short term needs, recruitment to appointments of up to 12 months (for example, casual, fixed term,

provisional) may be carried out without a full open competition process. However where this is the case, it is important to stress the requirement below that a more stringent open process will be followed if the post becomes permanent.

Where a vacancy for a temporary post exists, this will be advertised internally first. Any current staff member who expresses an interest will be asked to submit a formal letter of application. Where appropriate, or where the post applied for involves skills and experience different to those shown in the candidate's current post, the application letter should also state relevant qualifications for the new/additional post. If only one person expresses an interest, they will be considered for the post on the basis of the letter of application and a formal interview (unless the outcome is obvious as described above). Where more than one person has expressed an interest, a selection procedure will take place also based on application letter and interview. Selection will be the responsibility of a nominated trustee and/or member(s) of staff nominated by the trustees. They may recommend to the board that the post be considered by a more comprehensive selection panel if appropriate.

If no current staff express an interest, Oblong will attempt to fill the vacancy as quickly as possible by various means, including personal invitation, word of mouth and personal contacts. If this fails, limited appropriate advertising will be used, proportionate to the nature and duration of the post.

In no case will an appointment be made without a process of checking the suitability and capability of the potential post holder. Unless the person is a current member of staff or has worked for Oblong Ltd in the recent past, references will be sought. The successful person will be given written terms and conditions for the temporary post which will include clear notification that if the post becomes permanent, an open selection process may be followed.

## 'Temp to perm'

If a temporary post becomes permanent (for instance because you receive new funding or because the post was for temporary cover of sickness or maternity leave and the substantive post holder resigns), Oblong will consider whether the post needs to be advertised or whether it can be given to the temporary worker without following a further selection procedure. The decision is likely to depend on how comprehensive the original procedure was and whether other potential applicants were discouraged from applying because of the temporary nature of the post. If it is decided that the post should be openly advertised, any temporary postholder will be able to apply for the permanent post but will not be guaranteed selection.

# 3 Increased hours on existing positions

Occasionally work may increase and/or additional funding may become available to allow extra hours to be added on to existing posts. It may also be the case that a current worker voluntarily reduces the hours they work for reasons other than reduced funding, potentially releasing hours for another worker. Where appropriate, the post will be advertised internally in the first instance, and appointments made on the same procedure as for a temporary post (see above). If possible, Oblong Ltd will try to share allocation of extra hours fairly between suitably qualified staff. If the increase in hours is temporary, this must be made clear in writing as an addition to the post holder's Written Statement of Employment Particulars (written contract). If there is insufficient take-up from existing staff, the hours should be advertised and selection carried out as normal.

## 4. Problems

# 4.1. Redundancy and Redeployment

If member of staff is made redundant, either because their job ceases to exist owing to cuts or conclusion of funding, or because the nature of the job description fundamentally changes, Oblong Ltd will attempt to identify suitable alternative employment according to the Redundancy Policy stated in the Written Statement of Employment Particulars / Terms and Conditions of Employment. Where a redundancy situation exists at Oblong Ltd, no post will be advertised externally until existing staff have been considered for the post.

# 4.2. Existing employees becoming disabled

Oblong Ltd will help employees who become disabled (due to physical or mental factors) during their working life and wherever possible will assist with their

rehabilitation and retraining. The aim is to maintain such staff in employment wherever practicable and reasonable steps to achieve this may involve adjusting working practices and methods as well as redeployment to alternative work.

Where recently disabled staff are deemed to meet the minimum requirements of alternative work they will be afforded priority consideration for such work before considering other internal or external candidates unless other candidates have an equal entitlement to priority consideration under this or another relevant policy.

## 4.3. Grievances/complaints

If a member of staff feels that they have been unfairly treated in relation to any vacancy, they may raise a grievance in the normal manner.

If an applicant who is not a staff member feels they have been unfairly treated in relation to any vacancy, the matter should be referred to a member of staff who is not on the selection panel, or whoever is appropriate according to the Complaints Policy. This must be clearly stated in the information sent to candidates.

If a grievance/complaint concerns the appointment of another person to the job in question, the appointment will be irrevocable. The grievance/complaint will be addressed in terms of future practice and policy.

Date Agreed by Board of Trustees

13/14 A.Doran.

Review date:

November 2015

Related policies

Equality & Diversity Policy

Written Statement of Employment Particulars

This policy was based on the Pay and Employment Rights Service (PERS) Recruitment & Selection policy, model policy, dated 29th October 2013.

#### Relevant Legislation

Employment Rights Act 1996

Equality Act 2010

Data Protection Act 1998

Nationality, Immigration and Asylum Act 2002

Rehabilitation of Offenders Act 1974

Legal Aid and Punishment of Offenders Act 2012