



1. INTRODUCTION

Effective recruitment and selection is central and crucial to the successful functioning of LD Training Services Ltd. It depends on finding people with the necessary skills, expertise and qualifications to deliver the Company's strategic objectives and the ability to make a positive contribution to the values and aims of the organisation.



2. ADVERTISEMENTS

Vacancies will generally be advertised in an appropriate newspaper or journal, and will **not** be confined to those media, which, because of their particular source of applicants, provide only or mainly applicants of a particular group.

Advertisements will also be notified to the appropriate local job Centre where this is appropriate. All vacancies will also be posted on the Company Intranet, and internal notice boards. LD Training is keen to facilitate internal promotions wherever possible as development opportunities for its staff.

LD Training may, on occasions, decide to restrict advertisement to internal candidates only. Furthermore progression posts will always be advertised internally in the first instance, to provide continuous development of existing members of staff unless the Management team agrees that this is not appropriate due to the specialist skills required for the post involved.

Vacancies that are restricted to internal candidates only will be clearly indicated on the advertisement. All internal candidates will be selected for interview on the same criteria as external candidates.

Employees on maternity leave will receive all advertisements for posts advertised in the Company during their period of maternity leave.



3. APPLICATION FORM

Candidates for all posts will, except on some occasions when a vacancy is restricted to internal recruitment, be asked to complete a standard application form, in order that they can be judged on the basis of comparable information.

In applying for posts, all candidates will be provided with a job description, details of the appropriate conditions of service and details about the Company. A brief statement about the appointment procedure will also be provided and, if possible, an indication of the date (or week) when interviews will be held. The job description will include a list of the main duties and responsibilities of the post, together with an outline of the qualifications and experience which candidates are expected to possess.

In drawing up the job description and conditions of service LD Training will ensure that no job applicant receives less favourable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work, and that no applicant is placed at a disadvantage unjustifiably by requirements or conditions which have a disproportionately adverse effect on a particular group.

Applicants will be asked to specify whether they have any disabilities, as defined in the Disability Discrimination Act 1995, and whether there are any reasonable adjustments needed for them to attend an interview. All applicants with a disability who meet the essential criteria for a job will be interviewed, and considered on their merits

Applicants will be required to supply the names and addresses of two people from whom references can be obtained, one of which should normally be the applicant's current or most recent employer.

Only references for short listed candidates for interview will be obtained. References will normally be sought prior to interview, unless the candidate indicates otherwise.

References should normally be made in writing or email, but those received by telephone will be accepted, provided that a note of the conversation is recorded and placed on file.

All candidates will be asked to declare on the application form whether they have ever been convicted of any criminal offence which cannot be regarded as 'spent' in terms of the Rehabilitation of Offenders Act 1974.

For posts that involve working with children and vulnerable adults / law enforcement / legal profession / finance work / licensing work (e.g. security), applicants will be asked to reveal details of 'spent' and 'unspent' convictions. Successful candidates for such posts will be required to provide the necessary documentation in order to complete a standard criminal records disclosure or its equivalent. Posts, which require such a disclosure, will be clearly indicated on the conditions of service and appointment procedure.

Applicants will also be required to declare if they are related to any member of staff within the Company. Canvassing of members of the Company is not permitted. No manager should be put into a position where he or she is asked to interview a person to whom they are related.

It is the Company's policy not to communicate further with applicants other than those who are shortlisted. A note to this effect is included in the details sent out to applicants.

Applicants' details will be recorded at the point of receipt. All information relating to the data collected in the equality and diversity recruitment monitoring form will be hidden from all those involved in the recruitment and selection process. The information collected will be solely used for the purposes of equality monitoring.

All completed applications forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process.

All application forms will be collated by Human Resources Department / Company Administrator and supplied to the appointing manager and interview panel for shortlisting purposes.

A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the post but taking account of the Company's responsibilities in relation to the Disability Discrimination and Equalities Acts. Other than in exceptional circumstances, reasonable notice will be given to ensure that candidates have sufficient time in order to prepare for and make the necessary arrangements to attend the interview.



4. SELECTION METHODS

A panel comprising of ideally three persons, but a minimum of two persons will hold interviews, gender balanced wherever possible. The interviewers will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves.

Members of the Board will make the selection and appointment of the Chief Executive and the Board Chairman will chair the panel.

A set of questions will be agreed by the interview panel in advance and will be developed from the current job description for the post. The panel will seek to develop questions that ask the candidates to give examples of their previous relevant experience.

All candidates will be asked the same questions in the same order, and their responses rated between 1-10. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total points score. Additional notes may be made by the panel during the interview, however it should be noted that candidates will have access to all information should they request it.

It should be remembered that an interview is a two way process, and candidates will be given every opportunity to view the offices where they will work and ask questions about the Company, to ensure that they have a full understanding of the post for which they are applying and the way the Company operates.

In addition to interviews, a range of other selection techniques may be used. In such circumstances reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.

Candidates attending an interview will do so at their own expense.

All appointments will be made strictly on merit and related to the requirements of the job.

All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone or letter.

All unsuccessful candidates' application forms and interview notes will be retained for one year from the date of interviews taking place. After this date they will be destroyed.



5. RELEVANT CHECKS

All offers of employment will be made conditional upon satisfactory

Result from the following:

- two satisfactory references;
- confirmation of the right to work in this country (if appropriate)

Criminal Records Disclosure or equivalent (if appropriate).



6. PROBATIONARY PERIOD

All appointments into the Company will be made subject to a probationary period of six calendar months. After three months a review meeting will take place between the post holder and their line manager to discuss progress. At the end of the probationary period, and subject to a satisfactory report by the appropriate head of section or line manager, employees will be notified in writing that they have successfully completed their probationary period. The probationary period can be extended by a further 3 months should the individual's line manager consider this appropriate.



7. RECRUITMENT MONITORING

The Company seeks to recruit employees on the basis of their ability and the requirements of the post. The Company wants to ensure that no applicant receives less favourable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work.



8. EXIT INTERVIEWS

All employees who leave the employment of the Company voluntarily will have an exit interview with their manager before their last day of employment. The employee has the right to refuse this interview.

Exit interviews provide the opportunity for departing employees to discuss their reasons for leaving. The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of HR policies and practices.

The appropriate line manager should receive all appropriate information, such as recommendations made for change, or significant issues raised in the questionnaire, whilst bearing in mind confidentiality issues. The exit interview questionnaire will be retained on the employee's personal file.