

Recruitment & Selection Policy and Procedure



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1. Policy statement

The Birmingham Organising Committee for the 2022 Commonwealth Games Limited (“Birmingham 2022”) aims to attract, recruit and retain the best local talent from Birmingham and the West Midlands.

Birmingham 2022 takes every possible step to ensure that its recruitment practices are professional, consistent, fair, objective, and transparent, comply with our Equal Opportunities, Diversity and Inclusion Policy and relevant employment legislation and will result in the appointment of candidates based on their ability.

Birmingham 2022 values the diversity of Birmingham and the West Midlands communities and wants to ensure this is reflected in its workforce, so that B2022 can deliver a Games for everyone.

B2022 is committed to providing opportunities for the development and career progression of its current employees. This means that B2022 will normally advertise vacancies both internally and externally. There may however be exceptional circumstances where there is a strong business case for making appointments without advertising the opportunity externally.

B2022 will ensure that recruitment procedures are regularly updated in line with changes in legislation and best practice.

B2022 will also ensure that the administration of the selection process is user friendly and carried out to the highest professional standards.

2. Scope

This policy applies to all internal and external applicants including those seeking secondment and internal promotion.

3. Roles and responsibilities

Management and the Recruitment Team are responsible for different elements of the recruitment process. Details are set out in guidance notes which are available from Human Resources, or on the Company SharePoint site.

4. Process

The following steps indicate the range of activities that may be undertaken as part of the recruitment and selection process. Note that the order, inclusion or exclusion of each step will depend upon the business environment at the time of recruitment.

4.1 Approval

Prior to the Recruitment Team holding discussions with the hiring manager and advertising a vacancy, they will refer to the Birmingham 2022 Workforce Plan, and ensure any appropriate approvals have been obtained. Any position that is not detailed on the workforce plan will be discussed with the Head of Human Resources in the first instance.

Consideration will also be given to the appointment of internal and external candidates including volunteers, secondees, temporary or contractor staff, value in kind secondees, pre-Games volunteers, interns, casual or part time staff and graduate hires.

4.2 Job Description

When preparing to fill a role that already exists in the organisation, the hiring manager will undertake a review of the existing job description to determine if any changes are required.

When a new role is required, the hiring manager will create a new job description. The job description outlines the purpose, scope, objectives and deliverables of the role, and provides the incumbent/position holder with an understanding of the primary accountabilities, duties and responsibilities they are expected to fulfil. The standard job description format should be used to ensure consistency across all Birmingham 2022 roles.

The development of the job description is undertaken in consultation with the Recruitment Team and is utilised to create (in part) the job advertisement. Job descriptions for roles in Birmingham 2022 can be found on the Company SharePoint.

A briefing meeting between the hiring manager and a member of the Recruitment Team will take place before a role is advertised. This meeting will include a job description review (as outlined above), and agreement on the selection process and timescales.

4.3 Sourcing

In an increasingly competitive marketplace, the “what” we are (Employer Value Proposition – EVP) is the differentiator that sets Birmingham 2022 apart from any other employer in Birmingham and the West Midlands and will help us to attract the best possible candidates.

The Recruitment Team will consider the appropriate sourcing options and use market insight to create an effective strategy for recruiting diverse talent. Birmingham 2022 will consider a range of sources including those referred to in section 11.4 below

From time to time a candidate may be interviewed for a particular role and could be unsuccessful. However, the individual may have a skill set that would be appropriate for a similar vacancy within the organisation. To reduce recruitment time and cost Birmingham 2022 reserves the right to make an offer to the candidate for a similar vacancy without going to market and advertising the role. Any such offer must be made within three months of the date on which the candidate was first interviewed and the hiring manager must obtain agreement from the Recruitment Team and Human Resources before making any offer. Offers made in these circumstances remain subject to pre-employment checks.

As the Recruitment Team will be constantly reviewing applications for vacancies, they will create ‘talent banks’; individuals who have the appropriate skills and experience for future vacancies. These talent banks will be reviewed on a regular basis, and the organisation’s applicant tracking system will be used to ensure compliance with data protection obligations

4.4 Attraction

All vacancies will be advertised internally utilising the Birmingham 2022 intranet. External advertising options will include Birmingham 2022’s website, on-line job boards, staff referrals, specialist publications and social media.

Birmingham 2022 looks to promote accessible recruitment for all through a number of initiatives including an accessible online application system and process. Birmingham 2022 will strive to achieve WCAG2.1 (AA) accessibility standard on all external platforms including, but not limited to, the Birmingham 2022 website, supplier provided Recruitment Microsite & the supplier provided Candidate Portal. In line with B2022 Disability Confident accreditation, all eligible candidates will be offered a guaranteed interview as part of the Guaranteed Interview scheme, information for which will be clearly

displayed on the suppliers' Microsite and signposted in all job adverts across the media utilised to advertise the roles.

Applicants are required to declare any relationship (either personal or working) to existing employees or panel members. Applicants also have a duty to declare any interests that they may have in respect of any aspect of Birmingham 2022 business. Social media platforms such as LinkedIn can be useful in attracting and sourcing external talent for current and future employment opportunities at Birmingham 2022, as are other social media platforms such as Facebook. Hiring managers are also encouraged to share job adverts on their own personal social media sites.

When making an approach to potential applicants within industry networks, it is important to make clear that individuals are being invited to apply for an advertised position and that this policy will be followed in all cases.

The Recruitment Team will coordinate all advertisements using a template; draft adverts will be sent to the hiring manager for final review and approval before being published.

Alternative sourcing strategies may result in the vacancy being promoted via specific organisations, e.g. universities, diversity publications, industry publications, Government websites and community groups.

Where the hiring manager deems there is a suitable internal applicant a vacant position may be advertised internally only.

When a vacancy is advertised externally, applicants must apply for the position online via the links in the advert and will be treated fairly and consistently along with other candidates and in accordance with this Policy.

Adverts generally run for between two and four weeks; the closing date will be included on the advert. Adverts may be closed early in the case of a high volume of applications or extended to suit the needs of the business. In both cases this decision will be made by the hiring manager and the Recruitment Team.

4.5 Apprentice Programme

A number of roles with the Organising Committee have been identified for apprentices, who will undertake a 12-18 month programme which involves both on and off the job training. At the end of the Programme individuals will obtain a formal qualification.

Recruitment of individuals to undertake apprenticeships must be undertaken in accordance with the principles in this Policy, although the process may be adapted to suit the Programme.

4.6 Talent Bank

Birmingham 2022 will establish a database of candidates who are keen to work for, and be involved with the Games. The Recruitment Team will identify, screen and qualify individuals into talent banks of potential candidates for roles as and when they are available. The Recruitment Team will advise the hiring manager when there is a suitable candidate on the talent bank for a vacant position. The Applicant Tracking System will be used to ensure compliance with Birmingham 2022's data protection obligations.

4.7 Employee referrals

Birmingham 2022 recognises the value of its employees as a potential source of candidates for vacant positions. If an employee knows someone whom they believe would be a suitable candidate for a position currently advertised by Birmingham 2022, the employee should:

- Send an email to recruitment@birmingham2022.com stating the name of the individual and the specific position they are applying for. Employees should clearly state that they are referring a friend or family member in the email. For privacy reasons, the CV should **NOT** be attached.
- The person being referred must follow the formal application process via the Birmingham 2022 website to apply for the position.
- Once the candidate's application has been received, the Recruitment Team will manage the recruitment process in the same way as for any other candidate for the position.
- Direct contact with the hiring manager outside of the recruitment process is to be avoided by both the Birmingham 2022 employee and the individual who has been referred, to avoid any conflict of interest or perceived favoritism.

It is important to note that a referred candidate is not guaranteed an interview (unless they meet the conditions of the Guaranteed Interview Scheme). If the candidate is not successful, they will be notified by the Recruitment Team in accordance with normal procedures. Any issues regarding a candidate's suitability or otherwise for a role should only be discussed by the Recruitment Team/Human Resources, the hiring manager and that individual only.

Privacy and data protection principles apply in this situation, any employee referring a friend or family member must have the individual's consent (and be able to prove this in writing) before providing their name to the Recruitment Team.

Please note that only individuals who apply through the formal recruitment process will be considered. Employees cannot submit applications on behalf of another person.

4.8 Management of applicants

All applicants will receive an automated confirmation email acknowledging their application. The Recruitment Team ensures that within four weeks of close of advertising each candidate will be updated on the status of their application.

4.9 Candidate shortlisting and selection

The Recruitment Team is responsible for reviewing, screening and shortlisting candidates, in partnership with the hiring manager, based on the essential criteria listed in the job description. Applications will be treated in confidence and assessed consistently. The Recruitment Team is responsible for recording the reasons why a candidate has been or has not been shortlisted.

As part of our commitment as a Disability Confident employer, we offer a guaranteed interview to anyone with a disability whose application meets the minimum criteria for the post.

Once applications have been reviewed, a shortlist of names and CVs will be provided to the hiring manager.

Short listed candidates will be informed at the earliest opportunity and advised of the next steps in the process.

4.10 Right to work

During the application process, individuals will be asked if they have the 'right to work' in the United Kingdom.

In exceptional circumstances Birmingham 2022 will sponsor an individual from outside the United Kingdom to fill a position; they will be issued with either a Tier 2 visa (skilled workers with long-

term job offers), Tier 5 visa (skilled temporary workers). In order to do this Birmingham 2022 must demonstrate that it is unable to source individuals with the appropriate skills and experience from the British Labour market via a Resident Labour Market Test (RLMT). It must also provide proof of its attempt to recruit UK workers, meeting the criteria stipulated by the UK Government.

In July 2020 the UK Government published details of the UK points-based immigration system, following the UK's withdrawal from the European Union (EU) on 31 January 2020. EU citizens (and their families) living in the UK by 31 December 2020 will have the right to apply to the EU Settlement Scheme and have up to 30 June 2021 to make an application. As a transition measure, employers can continue to accept passports and national identity cards as evidence of right to work until 30 June 2021.

4.11 Interview panel

The hiring manager and the Recruitment Team will agree who will sit on the interview panel. The Recruitment Team will liaise with the individuals identified, to ensure they are available for all stages of the selection process as required.

An interview panel should consist of:

- a hiring manager;
- another individual employed by Birmingham 2022
- a member of the Recruitment Team or Human Resources, where possible or when it is identified as a need by recruitment and/or Human Resources

There may some occasions when the panel may include an additional senior team member (supervisor or peer). Birmingham 2022 will encourage the use of diverse interview panels in order to mitigate the risk of unconscious bias in the selection process.

The same panel should be used for all interviews during the first stages of the selection process other than in exceptional circumstances. Second round interviews are recommended for senior level appointments and new panel members may be introduced at this point.

4.12 Interviewing

An interview pack will be created by the Recruitment Team and sent to the hiring manager ahead of the interviews taking place. The interview pack will include a number of questions to be asked at all interviews to ensure fairness and consistency.

Structured competency-based interview questions will be used, as they are one of the more valid and effective selection techniques, based on the assumption that past behaviour is the best predictor of future behaviour. Competency based questions allow candidates to demonstrate their work history, experience, knowledge, behaviours and motivation. They also allow the interview panel to ask supplementary questions, to probe further and to clarify responses.

Wherever possible, interviews should be face to face. However, there may occasions on which the interview will need to be conducted via a video conferencing application such as Microsoft Teams or Zoom.

Where necessary, candidates may be invited to attend a second interview. This will usually be with either the hiring manager's superior or another member or members of the team.

4.13 Evaluation of candidates

At the end of each interview, the panel should complete a scoring sheet for the candidate (scoring sheets will be provided as part of the interview pack). The panel must also provide comments on each candidate to justify their decision and scoring.

Once all interviews have been completed, the final scoring matrix should be completed in order to compare all the candidates' scores. This must be returned to the Recruitment Team, along with the justification for the final decision, and interview notes for all candidates. The Recruitment Team will not proceed with an offer until they have received these documents.

If no candidate is deemed to be suitable after completing all interviews, the hiring manager and/or interview panel will discuss next steps with the Recruitment Team.

4.14 Offer of employment

Once a preferred candidate has been identified by the interview panel the Recruitment Team will make a verbal offer of employment to the candidate, negotiating on terms and conditions if required to secure acceptance.

The verbal offer of employment will be made providing the following conditions are met:

- approval from Human Resources
- receipt of interview notes and scoring by the Recruitment Team

Additional approval may be required from Human Resources and Finance for offers which are outside the budgeted salary range.

The Human Resources Team will send the written offer letter, along with the employment contract to the preferred candidate, who will be asked to sign and return the paperwork within 14 days.

4.15 Pre-employment checks

The offer of employment will be subject to pre-employment checks including (but not limited to):

- security reference check - disclosure and barring service (DBS)
- at least two employment references covering the period of 3 years from the date of the conditional offer; and
- Right to Work in the UK checks.

4.16 Unsuccessful candidates

Once the offer of employment has been formally accepted by the preferred candidate, the unsuccessful applicants who attended an interview will be notified. They are also encouraged to keep an eye on future vacancies by checking on the website, and/or following Birmingham 2022 on social media.

The Applicant Tracking System will contain functionality allowing applicants to register their details if they would like the Recruitment Team to contact them in the future.

Feedback must be provided to all unsuccessful shortlisted candidates by a member of the interview panel.

4.17 Onboarding

Once the candidate has accepted the offer of employment, the onboarding process will be initiated. The pre-employment checks will be carried out by the Recruitment Team, as outlined in section 4.15 above. The Human Resources Team will also contact the individual to provide details on their first day, including who to report to and start time.

All new employees must attend a number of induction sessions on their first day with Birmingham 2022, which are led by the Human Resources, Technology and Office and Facilities teams.

5. Support and guidance for applicants

- 5.1 Applicants should refer to supporting materials on Birmingham 2022's website (Birmingham2022.com) to find out more about working for Birmingham 2022 and for guidance on applying online, writing an appropriate job application and preparing for an interview.
- 5.2 Applicants who have more specific queries about a particular job may contact the recruitment team by sending an email to recruitment@birmingham2022.com
- 5.3 Applicants who are unsuccessful at shortlisting or interview stage may request feedback to assist them with future applications. Requests should be made to the Recruitment Team by sending an email to recruitment@birmingham2022.com

6. Appointment decisions

- 6.1 All appointment decisions must be made by a panel consisting of a minimum of two people. In most cases the panel will include one employee with line management responsibility for the job, and at least one panel member will be on a higher grade than the position being filled.
- 6.2 Offers of employment should be made by the hiring manager or the Recruitment Team.

7. Declaration of interests and relationships

- 7.1 If an applicant declares an interest or relationship (as referred to in section 4.4 above), or the hiring manager or panel members identify that they have an interest or relationship with an applicant, it is the hiring manager's responsibility to notify Human Resources who will then assess arrangements for the selection process on a case by case basis.

8. Probation

All individuals joining Birmingham 2022 are required to complete a probation period; the length of which is outlined in the employee's terms and conditions of employment. This

will normally be three months, however it could be shorter if the individual is recruited on a short fixed term contract, or for roles recruited closer to Games Time. More information is provided in the Probation Policy and Guidelines.

9. Appointments exempt from full selection procedures

There are some instances where a full selection procedure may not be required. Examples include:

- Redeployments – employees who are on a redeployment list are given priority for interview where they meet the criteria for the role. This includes employees who are under notice of redundancy and those who are seeking alternative employment for health reasons.
- Internal secondments – employees can apply for secondment opportunities within Birmingham 2022 through Birmingham 2022's selection process. If the position subsequently becomes permanent the 'seconded' may be offered the position without the need for a further recruitment and selection process.
- Temporary to permanent employment – Employees who are in a fixed term position may, in some circumstances, be made permanent without the need for a further recruitment process providing a full and open selection process has been carried out prior to the appointment and they have completed a minimum of 12 months in post. This is subject to acceptable performance in the role (objectives and behaviours).

10. Temporary employment and agency staff

10.1 Birmingham 2022 prefers to make permanent appointments where possible. However there may be occasions on which circumstances dictate the need to make temporary appointments. Birmingham 2022 aims to keep the use of temporary contracts to a minimum and maximise permanent employment opportunities. In all cases where it is established that there is a need to hire a temporary member of staff, the appointment will be subject to the approval of the Head of Human Resources. Where temporary appointments are necessary Birmingham 2022 will ensure compliance with employment legislation to avoid less favorable treatment.

10.2 Agency staff are normally engaged through agencies that are under contract or have preferred supplier agreements with Birmingham 2022.

11. Increasing the diversity of the workforce

11.1 Birmingham 2022 is committed to the inclusion of diversity and equality principles and practices across our workforce. By creating an inclusive workforce, where people are valued for their diverse knowledge, skills and abilities, we will provide a quality service to the Games, Birmingham and the surrounding communities.

- 11.2 Birmingham 2022 is an accredited Disability Confident employer and is committed to making all reasonable adjustments to accommodate any applicants declaring a disability under the Equality Act 2010.
- 11.3 Birmingham 2022 has fully embedded the Disability Confident standards in its recruitment and retention processes. We will provide a guaranteed interview to all applicants living with disabilities who meet the essential minimum criteria for a job vacancy and consider them on their abilities. We will always endeavor to facilitate any reasonable adjustments where necessary to enable an applicant living with disabilities to attend an interview.
- 11.4 Some of the ways in which we are seeking to have a diverse workforce include: -
- Advertising all posts in the Job Centre Plus, Government jobs and other appropriate local organisations, community leaders, community groups and social media platforms like LinkedIn, Facebook, Twitter.
 - Working with communities and neighborhoods to understand the barriers to employment and seeking to address them through focus group feedback.
 - Using positive action where appropriate to encourage underrepresented groups to apply for roles
 - Actively seeking feedback from unsuccessful applicants from diverse groups with the aim of improving our processes.
 - Providing and promoting apprenticeships and training schemes.
 - Signing up to and supporting national campaigns and working with diversity partners such as Mindful Employer, Disability Confident, and Good Recruitment Campaign (REC) to embed best practice.
 - Supporting local organisations which are working to get key groups, ex-servicemen and women into employment or return to work such as the Armed Forces Covenant.
 - Implementing initiatives to promote Birmingham 2022 as an employer of choice and community leader.
- 11.5 Birmingham 2022's Equal Opportunities, Diversity & Inclusion Policy gives more information on Birmingham 2022's commitment to equality and diversity and is available on the Birmingham 2022 website.

12. Employing young people

- 12.1 For workers over the minimum school leaving age, but under 18, legal restrictions on hours worked and other safeguards still apply e.g. right to paid time off for study, a requirement for a risk assessment of the impact of the young workers' relative inexperience on their health and safety in the workplace and other restrictions on working hours etc. Specific advice should be sought from the Head of Human Resources.

13. Data protection and anti-fraud

- 13.1 Birmingham 2022 will ensure that all information obtained during the recruitment process will be held in accordance with data protection legislation. Further information is available in Birmingham 2022's Confidentiality and Data Protection Policy.

13.2 Birmingham 2022 is under a duty to protect the public funds it administers, and to this end may use the information provided in an application form for the prevention and detection of fraud. It may also share this information with other bodies responsible for auditing or administering funds for these purposes. Birmingham 2022's Anti-Corruption, Counter Fraud, Bribery, Gifts and Gratuities Policy and Privacy Notice are available on our website.

14. Modern slavery

14.1 The Modern Slavery Act 2015 ("MSA") consolidates anti-slavery and human trafficking offences into one piece of legislation. Modern slavery is a crime and a violation of fundamental human rights. Modern slavery can take many forms, including forced labour, slavery, servitude and human trafficking. Birmingham 2022's Modern Slavery policy and Modern Slavery statement are available on our website.

14.2 Given the nature of Birmingham 2022's business, the risk of modern slavery in our supply chain is considered low. However, we are not complacent about this risk and will take active steps to ensure that our suppliers, consultants and contractors, throughout our supply chain, are not engaging in any form of modern slavery and human trafficking.

14.3 We will confirm the identities of all new employees and undertake employment checks to ensure they have a right to work in the United Kingdom. We also pay all our employees above the National Living Wage.

15 Complaints

15.1 Applicants who are unhappy with the process followed can make a complaint via the following routes:

- email the Human Resources Team at humanresources@birmingham2022.com
- write to the General Enquiries Co-Ordinator, Birmingham 2022 Commonwealth Games, 1 Brindley Place, Birmingham, B1 2JB.

The Human Resources Team will attempt to resolve concerns, in conjunction with hiring managers and the Recruitment Team, where appropriate.

Birmingham 2022 employees should use Birmingham 2022's Grievance and Complaints Resolution Policy and Procedure when raising complaints about the recruitment and selection process.

16. Monitoring and review

16.1 This policy will be subject to review bi-annually after its date of approval. Earlier review may be required if any of the following occur:

- The adoption of the policy highlights any errors or omissions in its content;
- Following monitoring of complaints made by individuals via the internal review process, amendments are required to the content of the policy;
- Where relevant changes in legislation or national guidance impact upon the content of this policy.