



QUALITY **DOCUMENTS**

W.I. NUMBER 15

RECRUITMENT PROCESS



This document forms an integral part of the Company Quality system, and adherence to the requirements specified within are mandatory upon all Company personnel and upon any subcontractor required to work in accordance with it.

This is a controlled document and must not be altered in any way without authorisation from the Company Quality Manager.

Issued by: *S Young*

Title: Quality Manager

Date: 01.01.16

Authorised / Approved by: *J Thompson*

Title: Executive Manager

Date: 01.01.16



DOCUMENT AMENDMENTS AND UPDATES

Date Amended	Section Amended	Amendment made	Name of person inserting change
01.01.16		Numerous changes have been made to this document	S Young

All changes are hi-lighted

Copies of this document are sent to PCN/BINDT.

CONTENTS

1	Scope
2	Responsibilities
3	Objectives
4	Identifying a New or Replacement Role
5	Advertisement of Roles
6	Initial Consideration of Received Applications
7	The Interview Process
8	Official Appointments and the Issue of Formal Contracts of Employment
9	Start Date and Initial Induction into the Company
10	The Induction Process
11	Control of Company Job Descriptions
12	Ongoing Assessment/Appraisal of Lavender International Staff
13	Ongoing Training of Lavender International Staff
14	Ongoing Conduct of Lavender International Staff
15	Issue and Use of Authorised Stamps by Company Staff
16	Subsequent Promotions or Other Job/Role Changes
Appendix 1	Person Specific Qualities (Example)
Appendix 2	Offer Letter Template
Appendix 3	Induction Checklist (Example)



1.0 SCOPE

- 1.1 This procedure describes Lavender International's staff recruitment process.
- 1.2 Lavender International's Management recognises the value of recruiting new staff and placing them in the correct role.
- 1.3 To allow this to happen most effectively, efficiently and fairly we operate the following recruitment process.

2.0 RESPONSIBILITIES

- 2.1 Recruitment of staff is the responsibility of the Executive Manager and Directors.

3.0 OBJECTIVES

- 3.1 The objective is to ensure that all staff are recruited in a fair and ethical manner thus ensuring that we maintain our policy of being an equal opportunities employer.

4.0 IDENTIFYING A NEW OR REPLACEMENT ROLE

- 4.1 A new or replacement role is identified within the company's structure - and at this point the relevant Line Manager and/or the relevant Company Director, together with the Executive Manager, meet to discuss:
 - The scope of the new or replacement role – which will include identification of the minimum awareness and competency required of any new candidate, any educational background needs, any relevant and/or necessary qualifications and any relevant experience and qualities that would be of benefit to the role that is required to be filled etc.
 - The applicable salary scale (and range) for the role involved
 - The end date for any applications, and:
 - The preferable start date
- 4.2 From this agreed information the Executive Manager produces a Job Description and a Person Specific Qualities Form (See Appendix 1) that will then be used to advertise the role and which will enable appropriate



applicants (possessing the necessary attributes, or deemed to be capable of being trained to meet them) to then be selected for interview and possible employment.

- 4.3 If the role advertised is one that is for the replacement of a previous employee's role (with the same or similar job title and role) - then the existing Job Description and/or Person Specific Qualities Form may be used or modified as necessary for use.

5.0 ADVERTISEMENT OF ROLES

- 5.1 Technical roles are advertised in technical journals, online technical websites, on our own website and via our social media. Additionally, all current employees are made aware of each vacancy (and of all relevant information put together by the Executive Manager from section 2 of this procedure above) - to determine if they know of any individuals who they might recommend to fill each vacancy.
- 5.2 Suitable Applicants/Candidates for the advertised roles are asked to **complete an application form (QD 117) and forward this, together with** their CVs to the Co-MD (Business Services)/Executive Manager's Personal Assistant. These are collated by her into a file.
- 5.3 Business Service/other roles are advertised in the local press (except for overseas roles), internally, on our own website and via our social media. Additionally, all current employees are made aware of each vacancy (and of all relevant information put together by the Executive Manager from section 2 of this procedure above) - to determine if they know of any individuals who they might recommend to fill each vacancy. **For our overseas roles, we would use job vacancy web sites and our own website.**
- 5.4 Again, suitable Applicants/Candidates are asked to **complete an application form (QD 117) and forward this, together with** their CVs to the Co-MD (Business Services)/Executive Manager's PA and again these are collated into a file by her.

6.0 INITIAL CONSIDERATION OF RECEIVED APPLICATIONS

- 6.1 All received Job Applications, CVs (and any other supporting data) are read and assessed by the appropriate Line Manager/Director and the Executive Manager - against the necessary awareness, competency, educational background needs, personal qualities, any relevant and/or necessary qualifications and any relevant experience that would be of benefit to the role



that is required to be filled etc. – as already determined above at section 2 of this procedure.

- 6.2 Once the above data has been reviewed then unsuccessful applicants (i.e. those considered not to be suitable for the advertised role) are contacted at this early stage and are informed that their application has been unsuccessful. This may initially be by telephone or other such means - but will eventually be followed up by formal letter from the Executive Manager.
- 6.3 Records of all unsuccessful applicants shall be retained for a minimum of 12 months by the Company in order to demonstrate that we operate an equal opportunities system for recruitment, and against the possibility that such applicants may later be found suitable for other vacancies that may subsequently arise within the company or elsewhere.
- 6.4 Successful applicants (who either already possess the relevant attributes and characteristics. or who are considered as suitable for training to achieve the necessary requirements) are invited for interview.
- 6.5 This initial invitation for interview may be passed to each applicant over the telephone or by other such means – but will be followed up by a formal letter of invitation from the Executive Manager. All such letters shall identify any further relevant documentary evidence that each applicant/Candidate should bring with them at interview (i.e. to confirm their positive identification, their address details, any educational/qualification achievements and any relevant previous experience etc.); and may include any personal character references.
- 6.6 The process is the same for our overseas locations.

7.0 THE INTERVIEW PROCESS

- 7.1 The interview panel normally includes:
 - The relevant Line Manager/and or the Director
 - The Executive Manager
 - The Co-MD - Business Services
- 7.2 At interview all selected applicants/candidates are assessed using the Person Specific Qualities Form, and notes are made against this by the relevantly nominated main interviewer selected from the above panel.
- 7.3 Further questions are tabled to determine whether the applicant(s) is not only of the right calibre to fulfil the necessary role, but also to determine whether



they will fit into the company's "Team Ethic" and will be likely to be good team players in what is a relatively small family business.

- 7.4 Following the completion of all interviews that are undertaken for those initially selected for first interview - a decision is normally made as to the two (2) most preferred applicants for each role wherever possible. We normally attempt to identify both the most preferred applicant (first choice) and a second (reserve) applicant from all such interviews.
- 7.5 A second interview is arranged if a unanimous decision cannot be made by the interview panel concerning the first and second preferred applicant. Following any second interview the Departmental Director has the final decision regarding first and second choice applicants to fulfil the necessary job role.
- 7.6 A job offer is initially made verbally (normally by telephone) to our first choice applicant - offering them the role and identifying/agreeing a salary.
- 7.7 Should the first choice applicant accept the verbal offer then the unsuccessful (second choice) applicant is notified that they have been unsuccessful (initially verbally via telephone, or other such means) but this is followed up by formal letter from the Executive Manager.
- 7.8 Should the first choice applicant not accept the verbal offer (or subsequently change their mind) then the second choice applicant may be offered the role – following the same process as that followed for the first choice candidate.
- 7.9 Records of all unsuccessful applicants shall be retained for a minimum of 12 months by the Company in order to demonstrate that we operate an equal opportunities system for recruitment; and against the possibility that such applicants may later be suitable for other vacancies that may subsequently arise within the company or elsewhere.
- 7.10 This is the same process for our overseas locations.

8.0 OFFICIAL APPOINTMENTS AND THE ISSUE OF FORMAL CONTRACTS OF EMPLOYMENT

- 8.1 A formal official job offer letter is sent once a verbal acceptance is received from the individual to whom a job offer has been made (See Appendix 2).
- 8.2 Together with the offer letter we enclose a copy of the Particulars of Employment (QD 120) which are held by the Executive Manager - and ask that these are acknowledged and accepted by the individual signing and



returning a copy of the letter, before the agreed start date. These Particulars of Employment satisfy all of the minimum legal and statutory requirements that are necessary of a formal Contract of Employment.

- 8.3 The offer letters and the Particulars of Employment for any specific role will normally identify a "Probationary Period of Employment" that will be applicable to the role being offered. During this Probationary Period each newly appointed individual will be properly inducted into the company and will be continually assessed for their continuing suitability and competence to fulfil the role that they have been appointed to. For the majority of such roles such periods are normally identified as being between 3 and 6 months – depending upon the complexity of the job role being filled etc.
- 8.4 During this Probationary Period in which each individual is assessed - their employment may be terminated by the company with limited notice should they prove to be unsuitable for the role for any legitimate reason. The individual may also choose to terminate their employment **as expressed within the Particulars of Employment.**
- 8.5 The probationary period for overseas employees is 3 months and no notice of termination is necessary from either party. Terms of employment differ slightly from country to country and these are considered on an individual basis at the time of employment.
- 8.5 All new employees sign a Lavender International Confidentiality Agreement, a PCN PSL/56 Commitment to Confidentiality and Impartiality and, within their contract a confidentiality/IP/Copyright clause.

9.0 START DATE AND INITIAL INDUCTION INTO THE COMPANY

- 9.1 The first day of employment for any new starter normally includes a meeting with the Executive Manager who completes a 'New Employee Information' Form **(QD 52 [Australia] and QD 100 [UK]).** The initial meeting for overseas employees is conducted by the Line/Office Manager.
- 9.2 This includes all relevant personal information, bank information, next of kin contact details, etc. It also acts as an aide memoire for obtaining photocopies of passport and driving licence information, together with information that needs to be sent to our pension and death-in-service providers.
- 9.3 This information, once completed, is kept in a confidential Staff File/Personnel File for the duration of their employment with the company and is updated as and when necessary (i.e. when changes take place etc.). This is kept in the locked staff file in the office of Executive Manager.



- 9.4 The Executive Manager again clarifies the Terms and Conditions of employment with the now appointed job holder, and will make available the Staff Handbook (paper copy – there being a copy contained within our Staff Resources file), and ask that the new member of staff becomes acquainted with it. From then on each member of staff has electronic access to the Staff Handbook at all times.
- 9.5 Any queries or other such matters related to each individual's employment terms and conditions are intended to be satisfactorily addressed and finalised at this initial meeting with and by the Executive Manager.
- 9.6 Before the new employee starts with the company a Pre-Employment/Post Acceptance form is completed (QD 378) and the relevant actions monitored. This ensures that everything will be in place for the employee when they start. Their phone, laptop, car etc.

10.0 THE INDUCTION PROCESS

- 10.1 Lavender International recognises the importance of a full and meaningful induction process to enable the new employee to become fully conversant with our methods and the way in which we work.
- 10.2 We also understand that for a new member of staff to integrate within the overall company team they need to be aware of the processes and procedures that exist within our organisation. Our initial company induction addresses these issues – including all relevant Health & Safety Issues, Company Policies and other Rules and Regulations – contained within the Employee Handbook, Company Quality System requirements etc.
- 10.3 From an implementation date of September 2015, each newly employed individual will have an appropriate initial Company Induction Programme put together by the Executive Manager and relevant to their specific role. (See example at Appendix 3). This is coordinated with the Business Development Manager. An additional Employee Induction Guide (QD 189) is also provided to each new employee.
- 10.4 Each new employee signs the back page of the general Employee's Induction Guide to demonstrate that they have received the relevant training and completed the Induction Programme and this is provided to the Quality Manager for inclusion in the personnel file.
- 10.5 To satisfy PCN requirements all new employees shall, on their engagement with the company, sign a form that demonstrates that they have been made



aware of all currently applicable QMS Documentation and that they have free access to all such documentation that is relevant to their role; and they will, thereafter, be updated with any relevant changes to such QMS documentation on a quarterly basis and be required to sign a form demonstrating that this has been done.

- 10.6 For NDT Tutors, there is then a further job-specific induction process that is undertaken with their Line Manager during their initial designated Probationary Period of Employment (see WI 16).
- 10.7 Part of this second element of their induction process, throughout their Probationary Period of employment, will involve at least a monthly meeting with their Line Manager, during which the new member of staff's progress is discussed and any issues or problems addressed and managed; it is during these sessions that the Job-Specific Induction Checklist will be completed to record their progress etc.
- 10.8 Should the newly appointed individual perform well and satisfactorily demonstrate their competence to perform their role during this period they will eventually be signed off by their Line Manager (on the Job Specific Induction Checklist) as having satisfactorily completed their Probationary Period and will be officially notified that their Probationary Period has come to an end.
- 10.9 However, should any difficulties or other such problems arise during the designated Probationary Period of employment then either this period may be extended by agreement with the individual (i.e. where their Line Manager considers that with further training and experience they may eventually achieve the level of competency required), or alternatively their employment with the company may be terminated.
- 10.10 All completed Job Specific Induction Checklists are finally dated and signed off by the relevant Line Manager and the inducted new employee; they are then placed within their Personnel files (where they are maintained as a record of the completion of their induction and their Probationary Period) for the duration of their employment with the company.
- 10.11 Overseas staff are brought to the UK for the induction process wherever appropriate.

11.0 CONTROL OF COMPANY JOB DESCRIPTIONS

- 11.1 As already indicated earlier within this procedure (and as identified within the company's Quality Manual and other QMS documentation) all Lavender



International Staff and all job roles below Director level have a Job Description that is formally controlled as a functional part of the Company's Quality Management System. The Directors' main duties and terms of reference are contained within the Quality Manual at section 5.5.2 (subsections 5.5.2.1 to 5.5.2.11).

- 11.2 The Company's Quality Manager maintains a controlled list and a controlled copy of all such Job Descriptions (which shall show their issue/revision status for each job role). In signing to accept their Job Offer all new employees are also signing to accept that they have read, understood and will strive to fulfil their Job Descriptions.
- 11.3 A signed and accepted copy of each individual's Job Description shall, however, be maintained within each individuals' Personnel File and their ongoing Annual Appraisals shall be subsequently undertaken against this and other relevant job-specific requirements.

12.0 ONGOING ASSESSMENT/APPRaisal OF LAVENDER INTERNATIONAL STAFF

- 12.1 All Lavender International Staff below Director level are subject to Annual Appraisal against their own agreed Job Description (and, where relevant, their Person Specific Qualities Form and other relevant job specific requirements that have been agreed) – in order to determine their ongoing performance and to ensure that they continue to be competent to satisfactorily complete the role they are appointed to – in line with Section 4 of the Company's Employee Handbook.
- 12.2 All such Annual Appraisals are intended to be two-way constructive communications between the individual job holder and their Line Manager. Both parties shall have an input into the completion of their Annual Appraisal Forms as outlined within Section 4 of the Employee Handbook.
- 12.3 During the completion of such Annual Appraisals all positive and all negative outcomes over the past 12 months are intended to be identified and any actions agreed for the resolution of any areas of unsatisfactory performance etc. – including the identification of any further or additional training needs that may be necessary to either better perform their current roles or to enable their improved development etc.
- 12.4 All annually completed Appraisal Forms shall be signed and dated by the individual and their Line Manager and shall be placed within their Personnel files for the duration of their employment with the company.



13.0 ONGOING TRAINING OF LAVENDER INTERNATIONAL STAFF

- 13.1 The ongoing Training and Development of Lavender International staff (including any training identified from the completion of Annual Appraisals) shall be conducted in line with Company Procedure QP3B – which currently satisfies IIP Gold Approval requirements.
- 13.2 Those employees who are designated as Tutors shall receive appropriate training in line with Work Instruction **WI 16** requirements; and shall be subject to ongoing assessment and observation to confirm their continued suitability as Tutors.

14.0 ONGOING CONDUCT OF LAVENDER INTERNATIONAL STAFF

- 14.1 All Lavender International staff are expected to conform with the requirements identified within their individually accepted Job Descriptions, the Company's documented Quality Management System and the Company Employees Handbook; and shall be subject to the Disciplinary and Grievance Procedures and other relevant Policies identified within the Company Employee Handbook – all of which they have continual electronic access to.

15.0 ISSUE AND USE OF AUTHORISED STAMPS BY COMPANY STAFF

- 15.1 The issue and use of Authorised Stamps by Lavender International staff is controlled in accordance with Company Quality Procedure QP 11 requirements.

16.0 SUBSEQUENT PROMOTIONS OR OTHER JOB/ROLE CHANGES

- 16.1 Should any individual change their job roles or be promoted during their employment within Lavender International they shall be inducted into their new role (similar to new employees) by their applicable Line Manager, and shall be issued with a new Job Description, new Terms and Conditions of Employment (where necessary) outlining any specific terms and conditions that may have changed – including salary grades and levels etc.; with all appropriate records completed and maintained within their Personnel Files.
- 16.2 All subsequent Annual Appraisals shall be conducted against their latest Job Description and other relevantly agreed employment terms and conditions etc.

**APPENDIX 1****PERSON SPECIFIC QUALITIES (EXAMPLE)****RECEPTIONIST**

	ESSENTIAL	PREFERABLE
Good telephone manner	*	
Previous reception experience		*
Knowledge of scanning/how to do!		*
Ability to work accurately and efficiently	*	
Team/office history		*
Good organisational skills		*
Knowledge of switchboard work		*
Proficient at typing and using a computer	*	
Qualifications in typing/office work		*



APPENDIX 2

OFFER LETTER TEMPLATE

Name and address

Date

Dear

I write to confirm our offer of employment to you in the position of

You will be initially employed at the Company's Penistone office at the above address.

Your commencing salary will be £..... gross per annum payable monthly on or around the 25th of every month. Your employment will be terminable by yourself or by the company on one month's notice save that during the six month probationary period that notice requirement will be one week's notice by either side.

After three months you will be enrolled into the Company's pension scheme and also be eligible for Death in Service benefits. You will be given the contact details of our Independent Financial Advisor before this time to arrange a mutually convenient appointment to discuss any financial queries or requests that you might have.

Your terms and conditions of employment will be as set out in the Particulars of Employment, a copy of which is enclosed. You will be required to comply with the rules, policies and procedures contained in the Employee Handbook which is available for inspection at the Company's offices.

I should be grateful if you would sign and return a copy of this letter and a signed copy of the Particulars of Employment as confirmation that you accept this offer of employment. When writing, please confirm the date on which you are able to commence employment with us, which I presently understand to be

I would be grateful if you could arrange to bring the following with you on your first day:

- *Your P45, if it is available, if not your National Insurance Number*
- *Your bank account details, including the address of your bank/building society, for our Payroll Department.*
- *Your passport or driving license for photo ID*
- *Copies of any certification*



If you have any questions concerning the terms of our offer please let me know as soon as possible.

I look forward to welcoming you to Lavender International and the contribution that I feel sure you will make to the continued success, and growth of the Company.

Yours sincerely,

Jill C Thompson
Executive Manager
For and on behalf of Lavender International

To: Jill Thompson, Lavender International

From:

I accept the terms set out in this letter and acknowledge receipt of the enclosed Particulars of Employment.

Signed:

Dated:

NB: PLEASE ATTACH A COPY OF THE OFFER LETTER WITH THIS DECLARATION.





APPENDIX 3

INDUCTION PROGRAMME (EXAMPLE)

	Activity	Contact
Monday 5th January, 2015		
Please arrive at 10.00am	HR/payroll/ contract information	Jill Thompson
11.00-11.30	Uniform ordering	Sharon Green/Finance Office
11.30-12.00	Introduction to Business Services Colleagues	Sam Cunningham
12.00-1.00	Lunch	David Miller
1.00-2.00	Issue mobile phone/laptop	Joy Hogg
2.00-3.00	Quality Office/Quality System/folders/staff handbook/processes	Sue Young Sam Cunningham
3.00-4.00	Feedback/queries	Jill Thompson
From Tuesday 6th January – Friday 9th January		
8.00 – 4.00	Advanced Manufacturing Park	David Miller
Monday 12th January 8.00 – 4.00	MT/PT recerts	Rachel Wood
Tuesday 13th January 8.00-4.00	MT/PT recerts	Rachel Wood
Wednesday 14th January 8.00-4.00	VT	Ian Griffin
Thursday 15th January 8.30 – 4.30	Outside Agency, Unit 8	
Friday 16th January 8.00 – 4.00	Feedback Session/Queries	Ian Griffin

EXTRA TRAINING/WORKSHOPS

Monday, 26 th January First Aid Training (on day)	Yorkshire Ambulance Service Niagra Road Sheffield S6 1LU
Friday February 20 th 2.00 – 4.00 (2 hours)	Folder workshop
Friday March 28 th 2.00 – 4.00 (2 hours)	Best practice workshop