

Recruitment Policy:

A) Background

Our Equal Opportunities policy clearly states our intention to be an equal opportunities employer and sets out how we intend to achieve this and our expectations of all of our employees.

One of the core principles included in that policy covers recruitment and states we will 'recruit and employ people for all jobs on the basis of ability and the requirements of the job'.

This policy supplements the equal opportunities policy and specifically describes how we will achieve our goals in the recruitment arena.

B) Policy

- We recognise that our staff are fundamental to our success. A strategic and professional approach to recruitment help enable us to attract and appoint staff with the necessary skills and attributes to fulfil our strategic aims and business requirements.
- We are committed to ensuring that the recruitment and selection of staff is conducted in a manner that is systematic, efficient, and effective and promotes equality of opportunity.
- Recruitment should be treated as a key public relations exercise as the way it is managed affects our image, and consequently our ability to attract and appoint high calibre staff.
- This policy has been designed to provide a flexible framework, which promotes good practice, adopts a proactive approach to equality and diversity issues and supports fully Chancellors core business.

C) Aims

- To ensure that recruitment processes are fit for purpose
- To appoint the right person for each position and location
- To ensure equality of opportunity for all applicants
- To ensure compliance with Chancellor's Equal Opportunities Policy and relevant employment legislation
- To meet Chancellor's operational requirements and strategic aims

D) Principles

- All employees involved in the recruitment process will be aware of this policy and the equal opportunities legislation and understand how discrimination can occur both directly and indirectly in the recruitment process and their responsibilities under the relevant legislation. In addition, any external consultants or recruitment agencies that assist in the recruitment process must act in accordance with this policy.
- Documentation relating to applicants will be treated with the utmost confidentiality.
- The recruitment process will not commence until a Board Director has agreed that there is a requirement to fill a position.
- We recognise that the recruitment process is a two way process. The interview process will allow the individual the opportunity to find out about the company and ask questions.
- Selection decisions will be made on a candidate's:
 - o Ability to do the job
 - o Ability to make a contribution to the organisation's effectiveness
 - o Potential for development
- Selection decisions will normally be made by Director in conjunction with the relevant senior manager.

E) Attracting Candidates

- Adverts should be clear and indicate the outline requirements, essential criteria, location, reward package where appropriate and details of how to apply.
- All positions will normally be advertised on Chancellors website. This will help maximise equality of opportunity and provide staff with opportunities for career development, thus maintaining the skills and expertise of existing staff. In extenuating circumstances the Director of Change Management in conjunction with another Board Director may waive the need to advertise.
- Positions will normally be advertised via the internet. External research undertaken by NORAS has shown that the internet attracts a diverse range of candidates and the proportion of people accessing the internet with an ethnic background is higher than the core population within the UK.
- External publications will be used where appropriate.
- Branch positions will be as a norm also advertised locally via window cards. This maximises the opportunity to attract applicants that reflects the local community.

F) Selection Process

- The selection process should be:
 - o Transparent
 - o Timely and cost effective
 - o Equitable
 - o Free from conflict of interest
- All recruitment will be based on job descriptions and person specifications.
- All applications will be treated confidentially and circulated only to those individuals involved in the recruitment process.
- Short listing will be undertaken against the key criteria required for the job.
- Candidates will normally be interviewed by two people within the company. One interview may be a telephone interview.
- All candidates will be asked to complete a application form and provide the appropriate immigration documentation before commencing employment.

G) The Employment Contract

- At the end of the recruitment process all records will be retained them for six months in case of requests for feedback or the threat of litigation.
- Offers of employment are conditional upon receipt of satisfactory references.
- References will be sought after an offer of employment has been accepted and will wherever possible be sought from previous employers. Unsatisfactory references will be discussed with the individual concerned.

H) Feedback to Candidates

Given the high volume of applications received it is not practical to give feedback to all candidates as a matter of course. Feedback however will always be provided via the HR department on request.

I) Monitoring and Review of Policy

Regular reports on trends and statistics relating to recruitment and appointments will be provided to the Board of Directors as appropriate.

The policy will be reviewed biannually