**Recruitment and Selection Policy**

December 2018

**Purpose**

Daniel Thwaites Plc ("the Company") operates the following policy in relation to ensure a professional and consistent approach to recruitment and selection, adherence to the Company’s Equal Opportunities Policy and relevant employment legislation, that members of staff are recruited on the basis of their ability and managers are able to attract and recruit high calibre staff. This policy applies to all employees of the Company, regardless of their position. It applies equally to all employees regardless of their age, sex, marital or civil partnership status, racial or ethnic group, disability, sexual orientation, religion or belief.

**Scope**

The policy is a guide only and not contractual and applies to all employees within the Thwaites group of companies.

Principles

Key principles of this policy are:

* to improve the Company’s performance by recruiting from the widest possible pool of talent
* The Company aims to attract and recruit people with diverse backgrounds, skills and abilities, who will enhance the quality of service and contribute to the Company’s success
* To provide opportunities for development and career progression to current employees
* To ensure that every manager regularly reviews the structure of their teams and the job responsibilities and roles of individuals within it. This will be completed through the individual performance review process, when a vacancy arises, and at regular management meetings
* To ensure that managers consider the extent to which vacant posts could lend themselves to flexible working (e.g. job sharing) to attract a wider range of candidates
* To endeavour to reach traditionally under-represented groups and ensure that discrimination does not take place at either the attraction or selection stage
* To ensure that, where a vacancy exists, posts are normally advertised externally, unless exceptional circumstances exist
* To ensure that recruitment procedures are regularly updated in line with changes in legislation and best practice
* To ensure that the administration of the selection process is user friendly and carried out to the highest professional standard

# Identifying a Recruitment Need

If an established post becomes vacant or a new position of any nature is proposed:

**Hotels**

The Head of Department should advise the Operations Manager, General Manager and People & Training Manager

**Inns**

The General Manager should advise the Operations Director

**Head Office**

The Line Manager should advise the Functional Director and the People Team.

Approval for recruitment will be sought from the appropriate director before the recruitment process commences.

When approval has been granted, consideration should be given to whether the main accountabilities of the role could be satisfactorily met on a part-time or job-sharing basis.

# Job Descriptions & Person Specifications

A job description is a key document in the recruitment process and must be finalised prior to taking any further steps in the process. In instances of a new role or material changes to an existing role, the People Team will support the relevant manager in drafting this document.

The job description will include a person specification, which outlines the essential and desirable criteria (including qualifications, experience, knowledge, skills and expertise required to perform the job). The detail set out in the person specification will provide the criteria against which a candidate can be assessed throughout the recruitment process.

**Advertising Vacancies**

**Internal methods**

Internal vacancies will be advertised on the Company’s website and Company’s vacancies poster. The poster will be emailed to all employees who have access to a Company email address and displayed on all Company notice boards for employees who do not.

Where exceptional circumstances apply, a decision may be taken not to advertise a role internally. Every effort will be made to explain the reason for the decision to the relevant team as soon as possible after the appointment is confirmed.

**External methods**

The Company may use a number of options to generate interest from individuals outside the Company, including;

* placing advertisements via recruitment agencies
* newspapers
* specialist journals
* online job boards
* Social media pages including LinkedIn, Twitter and Facebook

An incentive will also be offered to existing employees to assist in the recruitment of their personal contacts. Please see the ‘U Refer Policy’ for further information.

Irrespective of the medium used, all advertisements need to be designed and presented effectively to ensure that the widest ranges of high-calibre candidates are attracted. Advertisements must be non-discriminatory.

# Applications and Short Listing

In order to facilitate a time-efficient process, the Company will accept the submission of a curriculum vitae and covering letter as an application for a vacancy. In some instances, the Company may ask candidates to submit further information to demonstrate their suitability for the role.

Applications must be considered confidentially and assessed consistently against the criteria. The reasons why candidates are shortlisted or not shortlisted should be recorded.

# Interviews and Selection

Once the candidate has been successfully shortlisted, they will be invited to attend an interview with the relevant manager and a member of the People Team, and may be required to complete assessments such as:

* case studies
* presentations
* psychometric testing

There may also be the requirement for candidates to attend a second interview.

Candidates will be assessed consistently against the criteria and the reasons for selection and non-selection will be recorded.

# Appointing New Employees

An offer of appointment to the preferred candidate(s) either directly or via a recruitment agency, if one is used, will be made. Upon acceptance, the People Team or the Line Manager will liaise with the candidates and confirm the appointment once the formalities have been completed.

The employee must complete an application form prior to commencing the role, along with two satisfactory references from their last two employers, or details of the referees for the Company to contact.

# Discrimination and Equal Opportunities

**Discrimination**

Throughout the recruitment process the Company will notdiscriminate against an applicant on the grounds of the protected characteristics of age, gender, gender reassignment, pregnancy, marital status or civil partnership, race, colour, ethnic or national origin, nationality, citizenship, disability, sexual orientation, religion, belief or previous convictions (except for posts exempt under the Rehabilitation of Offenders Act).

The Company will also not discriminate, either directly or indirectly, on the grounds of politics, official trade union activity or any grounds that are not justifiable at any stage of the recruitment and selection process or during employment.

Those carrying out recruitment on behalf of the Company may be held personally liable for any discriminatory acts committed by them.

**Equal opportunities**

The People Team will carry out investigations where cases of discrimination are suspected and where it is found that individuals from particular groups:

* do not apply for employment or promotions, or fewer than expected apply
* are not recruited or promoted at all, or are appointed in a significantly lower proportion than their rate of applications are concentrated in certain jobs/grades/teams and there appears to be a point beyond which they do not rise.

Please refer to the Company’s Equal Opportunities Policy for further information.

# Data Protection and Confidentiality

The Company will keep confidential all candidate information gathered through recruitment campaigns and will fulfil the requirements of the relevant legislation, including the Data Protection Act 1998. For further information, please refer to the Data Protection Policy.