

Recruitment and Selection Policy – April 2020

1. Purpose

The purpose of this recruitment and selection policy is to ensure:

- a professional and consistent approach to recruitment and selection;
- adherence to Saana Consulting's ('Saana') Equality, Diversity and Inclusion 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.

2. Scope

This policy applies to all internal and external applicants for Saana jobs.

3. Policy Statement

3.1 We want to constantly improve our performance as an organisation. In order to make this a reality, we need to recruit from the widest possible pool of talent.

3.2 Saana aims to attract and recruit people with diverse backgrounds, skills and abilities, who will enhance the quality of service and contribute to Saana's success.

3.3 Saana is committed to providing opportunities for development and career progression to current employees. This means that Saana will normally advertise vacancies both internally and externally. However, in exceptional circumstances and on rare occasions, there may be a strong business case for making appointments without advertising the opportunity.

3.4 In order to achieve these objectives Saana will:

- ensure that every director regularly reviews the organisation 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 resource planning meetings;
- 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;
- endeavour to reach traditionally under-represented groups and ensure that discrimination does not take place at either the attraction or selection stage;
- ensure that, where a vacancy exists, posts are normally advertised externally, unless exceptional circumstances exist;

- ensure that recruitment procedures are regularly updated in line with changes in legislation and best practice;
- ensure that the administration of the selection process is user friendly and carried out to the highest professional standard.

4. Responsibilities

The recruitment process is led by the Director, Quality and Results, with any final hiring decisions made together with the Managing Director.

5. Identification of a Recruitment Need

5.1 All new posts will be agreed between the Senior Management Team.

5.2 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.

6. Job Description and Person Specification

6.1 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 draft will need to be approved by the Managing Director.

6.2 Within the job description, there will be a section dedicated to the 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.

7. Advertising the Vacancy

7.1 Saana may use a number of options to generate interest from individuals outside the organisation, including placing advertisements via recruitment agencies, in newspapers, specialist journals, on online job boards, on Saana's website and LinkedIn page.

7.2 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 and include Saana's diversity statement.

7.3 In order to provide candidates with sufficient information with which to make their decision about applying for the post, the job description will be made available online.

8. Applications and Shortlisting

8.1 In order to facilitate a time-efficient process and minimise the burden on the majority of Saana's highly skilled candidates who often prefer to meet with recruitment agencies, Saana will, where appropriate, accept the submission of a curriculum vitae as an application for a vacancy. In some instances, Saana may ask candidates to submit further information to demonstrate their suitability for the role (e.g. how they meet the advertised criteria in a cover letter).

8.2 The panel must treat applications confidentially and ensure they are assessed consistently against the criteria. The panel is also responsible for recording the reasons why candidates are shortlisted or not shortlisted.

9. Interviews and Selection

9.1 Once the candidate has been successfully assessed by the Directors (which may include a telephone interview/face-to-face interviews and/or a series of assessment tests), they will be invited to attend an interview with a panel at Saana as a minimum requirement, and may be required to complete assessments such as case studies, presentations and/or other job-related exercises. There may also be the requirement for candidates to attend a second interview.

9.2 In some instances, it may be necessary for a Saana representative to meet candidates before a formal interview process. This may be conducted at a candidate's request in order for the individual to find out further information about Saana. Alternatively, the meeting may be called at Saana's request in instances where the availability of Saana's senior managers is such that further screening needs to be undertaken before formal interview. In the latter instance, the representative will be required to make a record of the reason for or against the further progression of the candidate's application.

9.3 The panel will ensure candidates are assessed consistently against the criteria and the reasons for selection and non-selection must be recorded.

10. Appointing new employees and vetting process

10.1 Saana will normally make the offer of appointment to the preferred candidate(s) directly. Upon acceptance, the Quality & Results Director will liaise with candidates and confirm the appointment once the formalities have been completed

10.2 Requirements for all candidates will include satisfactory references from last two employers (other may be an academic reference), confirmation of educational qualification, identification checks, and confirmation of right to work in UK (for UK based staff) as well as the basic-level Disclosure and Barring (DBS) check to review any unspent criminal convictions or conditional cautions (see attached our policy on hiring ex-offenders).

10.3 These requirements should be completed before the new employee takes up post. The Quality & Results Director must approve any exceptions in advance of formal appointment.

11. Equal Opportunities

11.1 Discrimination

Throughout the whole recruitment process, it is vital to avoid discrimination as this can give rise to a claim for unlimited damages before an employment tribunal. Under employment law an employer must not discriminate on 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).

Saana 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.

Please refer to the company's Equality, Diversity and Inclusion Policy for an explanation of the various types of discrimination.

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

11.2 Other policies

The following policies have relevance when recruiting employees:

- Equality, Diversity and Inclusion Policy;
- Staff Handbook; and
- Policy on recruitment of ex-offenders

11.3 Equal opportunities

The Director Quality & Results will maintain records of successful and unsuccessful candidates in order to monitor progress of equality of opportunity. A review of progress will be carried out on an annual basis and the results will be shared with the Senior Management Team.

Director Quality & Results 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 or
- are concentrated in certain jobs/grades/teams and there appears to be a point beyond which they do not rise.

12. Data Protection/Confidentiality

Saana 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.

13. Complaints

13.1 The Director Quality & Results will review any complaints made on the grounds of discrimination.

13.2 Complaints from external candidates will be investigated by the Senior Management Team and responded to within 14 days. Complaints from internal candidates will normally be processed in the same way.

13.3 Any acts of discrimination and/or abuse of the recruitment process by Saana employees may be treated as a disciplinary offence, which will be considered under the Disciplinary Procedure and could result in dismissal.

13.4 A candidate complaining of unlawful discrimination in recruitment will have the right to bring an Employment Tribunal claim.

14. Queries

Any queries relating to this policy should be addressed to the Director Quality & Results Petteri Lammi at petteri@saana.com

Policy on recruitment of ex-offenders, April 2020

As an organisation assessing applicants' suitability for positions which are included in the Rehabilitation of Offenders Act 1974 (Exceptions) Order using criminal record checks processed through the Disclosure and Barring Service (DBS), Saana Consulting ('Saana') seeks to comply fully with the [code of practice](#) and undertakes to treat all applicants for positions fairly.

Saana undertakes not to discriminate unfairly against any subject of a criminal record check on the basis of a conviction or other information revealed

Saana can only ask an individual to provide details of convictions and cautions that Saana are legally entitled to know about. Where a DBS certificate at either standard or enhanced level can legally be requested (where the position is one that is included in the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended, and where appropriate Police Act Regulations as amended), Saana can only ask an individual about convictions and cautions that are not protected

Saana has a written policy on the recruitment of ex-offenders, which is made available to all DBS applicants at the start of the recruitment process. An application for a criminal record check is only submitted to DBS after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned.

For those positions where a criminal record check is identified as necessary, all application forms, job adverts and recruitment briefs will contain a statement that an application for a DBS certificate will be submitted in the event of the individual being offered the position.

Saana will ensure that all those in Saana who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences. Saana will also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974.

At interview, or in a separate discussion, Saana will ensure that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.

Saana will make every subject of a criminal record check submitted to DBS aware of the existence of the [code of practice](#) and makes a copy available on request.

Saana undertakes to discuss any matter revealed on a DBS certificate with the individual seeking the position before withdrawing a conditional offer of employment.