

# Policy Document

**Four Business Solutions  
Ltd**

## **Recruitment Policy**

FOUR  
BUSINESS  
SOLUTIONS

**4.**

[www.four.co.uk](http://www.four.co.uk)



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## Recruitment policy

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### 1. Policy Statement

1.1 Four recognises its staff as being fundamental to its success. A strategic and professional approach to recruitment processes help enable Four to attract and appoint staff with the necessary skills and attributes to fulfil its strategic aims, and support Four's values.

1.2 Four is 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.

1.3 Recruitment should be treated as a key public relations exercise as the way it is managed affects Four's image, and consequently its ability to attract and appoint high calibre staff.

1.4 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 our core business values.

1.5 Guidelines, which form the basis for the implementation of this policy are also provided. They have been designed to maximise flexibility to meet the needs of all areas. For these reasons, while still ensuring that Four complies with relevant legislation any significant variations in practice must be discussed with the Company Secretary to minimise risk to Four.

1.6 Professional advice and support is available at all stages of the recruitment process from the Company Secretary.

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## 2. Scope

2.1 This policy applies to the recruitment and selection of all staff to Four.

2.2 All employees involved at any stage of the recruitment and selection of staff should be aware of and adhere to the contents of this policy. In addition, any external consultants, recruitment agencies or external experts who assist in the recruitment process must act in accordance with this policy. The appointing manager is responsible for providing such external parties with this policy prior to their involvement in the recruitment process.

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## 3. Aims

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

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## 4. Principles

4.1.1 All employees involved in the recruitment process should ensure that they have appropriate training by attending Four's workshop on Recruitment and Selection. Staff involved in the recruitment process should be aware of their responsibilities under the relevant legislation. Four aims to secure equality of opportunity in all its activities, and in this respect all staff should maintain a positive attitude towards equality of employment.

4.1.2 If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant they must declare this as soon as they are aware of the individuals' application, it would normally be necessary for the member of staff to avoid any involvement in the recruitment and selection process.

4.1.3 Documentation relating to applicants will be treated with the utmost confidentiality and in accordance to the Data Protection Act (DPA). Applicants will have the right to feedback and to access any documentation held on them in accordance with the DPA.

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## 4.2 Preparation Stage

4.2.1 The recruitment and selection process should not commence until a full evaluation of the need for the role against the area's strategic plans and budget has been completed.

4.2.2 The recruitment of staff will take into account Four's need for new ideas and approaches and support Four's commitment to ensuring a diverse workforce by proactively seeking to attract groups that are under-represented in Four's profile.

4.2.3 Recruitment should form an integral part of the staffing strategy for the area and should take account of the area's equal opportunities targets, by incorporating 'positive action' initiatives into the recruitment and selection process. 'Positive Action' is lawful under the Race Relations Act (RRA) and Sex Discrimination Act (SDA) and refers to a variety of measures designed to counteract the effects of past discrimination, for example:

- placing advertisements in the minority ethnic press, the women's press and any other publication which is targeted at groups which are under-represented;
- including statements in advertisements that encourage individuals from under-represented groups to apply for the advertised position.

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## 4.3 Obtaining Candidates

4.3.1 As a minimum all positions will normally be advertised within Four. 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 Manager in consultation with the Company Secretary, may waive the need to advertise. This is likely to include the following circumstances:

- Where positions may provide suitable alternative employment for existing staff whose post has been identified for redundancy, including the termination of fixed term contracts or following a restructuring exercise.
- Positions requiring specialised expertise where the Manager can demonstrate that a comprehensive search has been conducted and the nominated individual is the most suitable person for the position.
- Where the Manager can verify that the work is required for a specific purpose of no greater than three months duration.
- Where a client project includes a named consultant, and one of the factors for awarding the business was the strength of the proposed consultancy team.

However, in the circumstances outlined above, if the successful candidate is likely to require a work permit the post must be advertised in line with the Work Permits (UK) regulations.

4.3.2 Positions will be advertised using the most appropriate and cost effective medium to maximise the number of suitably qualified candidates. This may include local, national

and international publications and web sites and should adhere to Four's visual identity. Internal advertisements should appear for a minimum of 7 days and external advertisements should appear for a minimum of 14 days.

4.3.3 Applicants will be treated with respect and provided with sufficient information to make informed decisions regarding their suitability for the role. To this end relevant background information may be helpful, e.g. details of current projects; the IT skills and areas of specialist knowledge expected.

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## 4.4 Selection Process

4.4.1 The selection process should be:

- Transparent
- Timely and cost effective
- Equitable
- Free from conflict of interest

4.4.2 All recruitment will be based on agreed job descriptions and person specifications. Recruitment and selection must be conducted as an evidence-based process and candidates should be assessed against agreed selection criteria, based on relevant knowledge, skills, competencies, experience and qualifications to perform the role as outlined in the person specification. All decisions must be recorded.

4.4.3 Shortlisting must be undertaken by at least two individuals who are involved in the interviewing process. Interviews should normally be conducted by at least two people, and all interviews for one post must be conducted by the same people. In order to promote equality of opportunity the selection committees should, wherever possible, be of mixed race and gender composition.

4.4.4 Any skills tests (e.g. presentations, software questionnaires) must be directly related to the role and measured against objective criteria, and presentations for one post must be assessed by the same persons. Candidates must be notified of the details of any skills test when they are invited for interview.

4.4.5 Interview questions must relate to the job requirements as exemplified in the person specification and the candidate's suitability for the position. The person specification should be used as the basis for determining the interview questions.

4.4.6 The choice of appointee will be determined by the majority view of the interviewers.

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## 4.5 The Employment Contract

4.5.1 At the end of the recruitment process all records must be handed to the Company Secretary who will retain them for six months in case of requests for feedback or the threat of litigation.

4.5.2 Offers of employment are conditional upon receipt of satisfactory references, medical assessment and any other appropriate checks. This normally excludes visiting and other casual appointments of less than three months duration. In accordance with employment legislation, appointments will only be offered on a fixed term basis where objective grounds exist for not making the appointment permanent.

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## 5. Definitions of Terminology

*Transparent/Transparency:* processes that are clearly defined, easy to understand and are open to scrutiny.

*Equitable:* must be fair and open to all without bias, whether systematic or unintentional, on the grounds of gender, marital status, pregnancy, race, disability, sexual orientation, gender reassignment, religious or cultural beliefs, age, irrelevant criminal record or trade union activity.

*Conflict of interest:* a conflict of interest may occur when a person involved in making a decision regarding an appointment has a non-professional interest in the outcome, e.g. a close personal or familial relationship with an applicant.

*DPA:* Data Protection Act 1998

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## 7. Monitoring and Review of Policy

In order to monitor compliance with and the effectiveness of Four's Recruitment and Selection and Equal Opportunities Policies the Company Secretary may be invited to or elect to be present at any stage of the recruitment process.

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

This policy will be reviewed biannually.