

MBarron Consulting Limited

Recruitment & Selection Policy

A policy to manage the process of recruitment and selection of appropriate personnel

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Authors:

Matt Barron – MBCL Director

Checked by:

Yvonne Barron – MBCL Secretary

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1 Introduction

1.1 Overview

Recruiting and selecting the right people is of paramount importance to the continued success of MBCL. This Recruitment and Selection Policy sets out how to ensure, as far as possible, that the best people are recruited on merit and that the recruitment process is free from bias and discrimination.

The Race Relations (Amendment) Act 2000 places a responsibility on organisations to monitor, amongst other things, their recruitment processes to ensure they are not discriminatory.

By following the policy, in addition to fulfilling employment law requirements, MBCL will also ensure that it continues to uphold its commitment to equal opportunity.

This policy is designed to assist with the recruitment and selection of the best candidate for a vacancy. In doing so it also enables you to take account of:

- MBCL's equal opportunities policy (see appendix J)
- Legislation including the Sex Discrimination Act 1975 and Race Relations Act 1976, the Disability Discrimination Act 1995, the Data Protection Act 1998, and the Race Relations (Amendment) Act 2000 and the codes of practice relating to them.
- Advice on good practice from the Equal Opportunities Commission, the Commission for Racial Equality and the Disability Rights Commission.

See Appendix A for more information.

It is the responsibility of each MBCL Director to ensure that this policy is carefully followed within their area of responsibility. All Directors should make members of their staff aware of their obligation to familiarise themselves with and follow this policy.

The policy will be reviewed from time to time and amended as appropriate.

A 'Recruitment and Selection Checklist' is provided in Appendix I of this policy.

1.2 Scope

Normally appointments must be made in accordance with this policy and must, therefore, be subject to advertisement and interview. The Human Resources Manager must approve any exceptions in advance of formal appointment.

When employing temporary or contract staff on a short-term basis the principles of good practice outlined in this policy should also be followed.

Financial approval for the establishment of a new post or the filling of a vacancy must be obtained from the Managing Director before recruitment commences.

2 Advertising for new personnel

2.1 Job Description (details of the role)

A job description is a key document in the recruitment process, and must be finalised prior to taking any other steps in the process (see Appendix B for sample job description). It should clearly and accurately set out the duties and responsibilities of the job and must include:

- the job title (which must be sex neutral)
- the location of the job
- Salary range of job
- the person to whom the postholder is responsible
- main purpose of the job
- main duties and responsibilities
- any special working conditions (e.g., unsocial or shift working patterns, the requirement for a criminal record check, or full security clearance)

Items that should be included in job descriptions are:

- A note that indicates that, as duties and responsibilities change, the job description will be reviewed and amended in consultation with the job holder
- An indication that the job holder will carry out any other duties as are within the scope, spirit and purpose of the job as requested by the line manager or Board.
- A statement that the job holder will actively follow MBCL policies including Equal Opportunities policies
- An indication that the job holder will maintain an awareness and observation of Fire and Health & Safety Regulations

The language in job descriptions should:

- Avoid jargon and unexplained acronyms and abbreviations
- Be readily understandable to potential applicants for the post
- Avoid ambiguity about responsibilities and be clear about the job holder's accountability for resources, staff, etc.
- Use inclusive language

2.2 Person Specification





The person specification is of equal importance to the job description and informs the selection decision. The person specification details the skills, experience, abilities and expertise that are required to do the job. It should be drawn up after the job description and, with the job description, should inform the content of the advert. The person specification should be specific, related to the job, and not unnecessarily restrictive - for example only qualifications strictly needed to do the

job should be specified. The inclusion of criteria that cannot be justified as essential for the performance of the job may be deemed discriminatory under race and sex discrimination law, if equal proportions of men and women and those from different racial groups could not meet them.

The person specification must form part of the further particulars of a vacancy along with the job description in order that applicants have a full picture of what the job entails. The person specification enables potential applicants to make an informed decision about whether to apply and those who do apply, to give sufficient relevant detail of their skills and experience in their application. The person specification forms the basis of the selection decision and enables the selection panel to ensure objectivity in their selection.

A sample person specification can be found in Appendix B.

The person specification details the:

-  knowledge (including necessary qualifications)
-  skills and abilities
-  experience
-  aptitudes

required to do the job, specifying which are essential and which are desirable.

Essential criteria are those without which an appointee would be unable to adequately perform the job; Desirable criteria are those that may enable the candidate to perform better or require a shorter familiarisation period.

Criteria which are subjective and for which little evidence is likely to be obtained through the selection process should be avoided (for example, 'a flexible approach' is often too vague to be of any help in the selection process).

Knowledge can be derived in a number of ways, for example through education, training, or experience

- For some jobs a particular qualification(s) may be essential, while for others no single qualification may be appropriate and a particular type of experience may be just as relevant as a formal qualification. Where qualifications are deemed essential these should reflect the minimum requirements necessary to carry out the job to an acceptable standard. UK qualifications should be stated but (other than for required membership of a UK professional body) it should be made clear that overseas equivalents will be accepted. The Human Resources Division can assist in advising on the equivalence of particular overseas qualifications.
- Candidates will increasingly come forward with National Vocational Qualifications (NVQs). These qualifications recognise the achievement of employment-led standards of competence.
- The type of experience required of applicants should be specified; but stipulating the length of experience should be avoided if possible, because the quality of experience is more important than its length. It is also important to remember that experience is sometimes transferable from

one area of work to another, in which case specifying skills is likely to be more effective than specifying a narrow definition of experience.

Required abilities should be expressed in terms of the standards required, not just in terms of the task to be undertaken. For example, avoid statements such as 'Ability to write reports'; instead, indicate the expected standard, such as 'Ability to write detailed technical reports covering results of human factors work undertaken using well composed English'.

Extreme care must be taken if physical requirements are specified. The Disability Discrimination Act requires employers to make reasonable adjustments to jobs to make them suitable for people with a disability. It is therefore important that any physical requirement is stated in terms of the job that needs to be done. For example a job may require that the appointee 'must be able to travel to a number of different locations on MBCL business'.

Personal qualities may affect the ability of an individual to do the job, but they should not be seen as substitutes for skills. For example, the ability to deal effectively with frustrated customers is a skill. Simply possessing patience (a personal quality) will not be enough.

2.3 Details for Applicants

The details of a vacancy or 'further particulars' of a post must include the job description and person specification for the post together with any other important information that a potential applicant needs to decide whether to apply. The purpose of advertising a post is to attract the widest range of high calibre applicants possible and therefore the further particulars sent to or accessed by applicants must give a clear picture of the post, and of MBCL as an employer.

Further particulars should include the following:

- details of the main terms and conditions of employment (including holiday and pension arrangements, working hours, etc.)
- details of any relocation benefits - relocation expenses, relocation supplements where they apply, etc.
- information about MBCL
- the Equal Opportunity Policy statement
- guidelines about referees and whether there is an intention to seek references before interview
- where a CV is required, candidates should be advised that it must include: education history (institution name, start and end dates of courses, qualification gained), details of membership of any professional organisations, details of current or most recent employer (name and address of current organisation, job title, salary and duties, details of previous employment and how the applicants' knowledge, skills, and abilities meet the job requirements;
- where applicable, a statement explaining that only candidates who are shortlisted will be contacted

Consideration should be given to making recruitment information available electronically as this is an increasingly effective and a less environmentally damaging method of communication.

2.4 Publicising the Vacancy

All posts shall be advertised on the MBCL website to ensure that MBCL vacancies are open to external applicants.

The majority of posts, however, will also be concurrently advertised in other specialist, national or international media (e.g. The Ergonomist) to maximise the chances of attracting the best candidate.

Both the Commission for Racial Equality and the Equal Opportunities Commission advise that 'word of mouth' recruitment is likely to be indirectly discriminatory in terms of race and/or sex discrimination. It is very important therefore that all posts are advertised as widely as possible and that all applicants are dealt with in the same way and given the same information and opportunity to make an application.

To ensure that applicants are fully informed about the vacancy for which they are applying and to ensure that they provide MBCL with all the information we require, adverts must direct applicants to the further particulars (contained on the website), which will provide more information including how to apply.

An advertisement is written from the job description and person specification and should contain the following points:

- MBCL name and logo
- title of vacancy
- salary
- brief details of the job
- key details of the person specification
- the necessity of a criminal records check, an Occupational Health Assessment or full MoD or Police clearance
- how to obtain further particulars of the vacancies
- closing date for applications (sufficient time should be allowed to enable applicants to consider the further particulars and make their application)
- A statement reflecting MBCL's commitment to equality of opportunity

Ensure that permission to fill a post has been obtained from the Managing Director before seeking to publicise a vacancy.

2.5 Advertising on MBCL's Website and the Internet

All adverts for jobs with MBCL shall be placed on the MBCL website. These shall include all the material detailed above.

These adverts may also be run on other internet resources such as <https://www.reed.co.uk/FreeRecruitment/Default.aspx>

3 Applications

3.1 Processing Applications

MBCL Directors must make their staff aware that when dealing with enquiries about vacancies it is unlawful to state or imply that applications from one sex or from a particular racial group would be preferred and to do so may lead to a complaint of race or sex discrimination against MBCL.

Care must also be taken when initiating contacts with applicants that all are treated in the same way, for example with regard to invitations to visit, informal meetings to discuss the vacancy, and provision of information.

The confidentiality of applications must be respected by all of those involved in the selection process.

3.2 Selecting the Interview team

All interviews must be conducted by a team of 2 or more. It is not necessary for the team to be there simultaneously – it is however critical that at least two senior managers / Directors interview all candidates. The Managing Director shall select the interview team prior to the closing date. This allows team members to assist in the shortlisting process. Familiarity with the vacancy and preparation for the interview is a key to successful interviewing.

The interview team must:

- consist of a minimum of two people including the immediate line manager of the vacant post and a colleague who is familiar with the area of work.
- consist of staff who have received briefings in fair recruitment
- reflect a sex and ethnicity balance wherever possible
- declare if they already know a candidate
- be willing and able to attend all interviews for the duration of the recruitment process, to maintain consistency and to ensure fair treatment of all candidates

3.3 Monitoring

10.1 MBCL is required by the Race Relations (Amendment) Act 2000 to monitor the ethnic origin of applicants for all posts, those shortlisted and appointees, and has also decided to monitor sex and disability status. This informs MBCL how its Equal Opportunities Policy is working in practice and whether its recruitment practices are having a discriminatory effect on any particular groups. Directors are therefore required to complete a Recruitment Monitoring Form in relation to every employment selection decision. See Appendix D for the monitoring procedure and the Recruitment Monitoring Form. Interview team members should remind themselves of the monitoring information required of them in relation to their selection decisions before commencing the selection process.

3.4 Shortlisting

After the closing date has passed the interview team should assess the applications to determine which applicants are to be called for interview. At least two members of the interview panel, including the immediate line manager, should undertake the task of shortlisting. Where the panel has an external member, that person should take part in the shortlisting wherever practicable. Shortlisting decisions should be based on evidence that the applicant has met the requirements of the person specification. Shortlisting panel members should avoid dismissing applicants who appear to be over-qualified. Assumptions should not be made about their reasons for applying for the post as they may eliminate an otherwise exemplary candidate. The selection criteria pro forma at Appendix C can assist with the task of shortlisting.

The original applications for all applicants, together with a written note of reasons for shortlisting or rejecting applicants must be retained for a minimum of 6 months from the date that an appointment decision is notified, in case of complaint to an Employment Tribunal.

4 Interviews

4.1 Arrangements for Interviews

Letters or e-mails to shortlisted candidates should include:

- date, time and place of their interview
- instructions on how to find their way to the interview venue
- a request that they contact the author of the letter/message if they have any special requirements in relation to the interview (related to access to the venue or any other special need related to a disability)
- if appropriate, details of any test or presentation they will be required to take or anything they should bring with them (e.g., examples of work or proof of qualifications that are essential to the post).

A specimen letter is set out in Appendix E.

It is best practice to write to candidates who have not been shortlisted (a specimen letter is set out at Appendix E), but if this is not possible due to limited resources, the further particulars for the post should make clear that after a certain period, if they have not heard from MBCL, applicants should consider themselves not to have been shortlisted.

4.2 Interviewing

All members of the interview team must have received a briefing in fair recruitment.

Interviews should be scheduled as soon after the closing date as reasonably possible, as delays are likely to lead to a loss of candidates.

The structure of interviews should be decided in advance by determining who will chair the interview team and what areas of questioning are required to cover all of the elements of the person specification. The question areas to be explored by each interview team member should be agreed in advance to avoid overlap or repetition and team members may find it helpful to discuss their expectations of full answers to the questions, prior to the interview. The interview panel may decide to schedule a number of one-to-one interviews between individual team members and each candidate. In this situation each individual team member should keep notes of each interview.

The same areas of questioning should be covered with all candidates and assumptions should not be made regarding the expertise or abilities of candidates because of their employment history. Interview questions should be phrased so that they do not favour any one candidate or group of candidates. Supplementary questions should be used to probe for further information or clarification where answers are incomplete or ambiguous. Care must be taken to avoid questions that could be construed as discriminatory (e.g. questions about personal circumstances that are unrelated to the job). It is, for example, legitimate to ask for confirmation of whether individuals can comply with the working patterns of

the post, but not to ask details of their domestic or child care arrangements etc. It is the responsibility of the Chair of the interview team to ensure that such questions are not asked. Further guidance on questioning is given at Appendix F.

Staff conducting interviews must be aware that, although questions asked may not in themselves be discriminatory, the interpretation of answers by the panel could exhibit prejudice. For example, if indications of ambition were to be regarded as a worthy characteristic in applicants of one sex or ethnic group but not in another. Information regarding personal circumstances which is offered in a CV or at interview must not be taken into consideration in reaching a selection decision. For example, the fact that a male candidate shares details of his domestic circumstances with the interview team but a female candidate chooses not to (or vice versa), should not be taken into account.

Interview team acts for MBCL in making selection decisions and are accountable for them. Detailed interview notes must be taken to help the team to make an informed decision based on the content of the interviews. Such notes must relate to how candidates demonstrate their knowledge, skills, experience and abilities in relation to the person specification. The Data Protection Act allows applicants to request disclosure of such notes in the event of a complaint and an Employment Tribunal would expect MBCL to have notes of every selection decision. The lack of such notes would seriously impede MBCL's ability to contest such a complaint. Obviously any inappropriate or personally derogatory comments contained within the notes could be considered discriminatory and are unacceptable.

Where the candidate being interviewed has a disability for which adjustments may need to be considered, the candidate's requirements should be discussed with him/her once the planned questioning is complete. The outcome of these discussions must not influence the consideration of the candidate's application. If the disabled candidate best meets the person specification, urgent advice must be sought regarding what would be considered 'reasonable adjustments' to accommodate the disability in question. In the event that on consideration of the needs of the potential appointee, it is considered that the adaptations needed would not be deemed to be 'reasonable' under the DDA, the Interview team Chair will draft a letter to the applicant explaining why the adaptations cannot be made. Reasons for not making adjustments to the working environment must be both material and substantial.

It is good practice to offer internal applicants feedback after interviews and it is MBCL policy to respond to requests for feedback from external applicants. Feedback should be specific, relating to the person specification, and honest. In letting disappointed applicants down gently it can be helpful to balance the applicants' weaknesses with some positive feedback.

4.3 Interview Presentations

Consideration should be given to asking candidates to give presentations as part of the selection process if there are some elements of the person specification that are difficult to test at interview. If presentations are to be used, all candidates should be given the same written information as to how long they should take, the topic area(s) they should cover. In all cases care should be taken to ensure that presentation topics do not favour any one candidate.

5 Selection

5.1 Making A Decision After Interview

The information obtained in the application, the interview, any interview presentation and in references (if obtained prior to interview) will allow candidates to be assessed against the person specification and a selection decision to be made. The Chair of the interview team must ensure that a written note of the reasons for selecting the successful candidate and rejecting others is made and placed on the recruitment file, together with the original applications and notes of all interview team members, for a minimum of 6 months after the appointment decision has been notified to the candidates.

If a member of a interview team feels that there has been any irregularity in the recruitment and selection procedure and the team cannot resolve the matter at the time, they must report the matter without delay to the Managing Director.

Interview proceedings are confidential and interviewers are free to divulge to others the decision reached only once the appointee has accepted the post.

If references have not been taken up prior to the appointment decision, a job offer shall be made subject to satisfactory references being received and criminal records or occupational health clearance, where appropriate.

Where the successful candidate has a disability for which adjustments may need to be considered, advice shall be sought from the Disability Rights Commission regarding adjustments to work premises, practices, or equipment. The candidate may qualify for the Access To Work Programme and MBCL shall undertake to identify any support that may be available through this programme.

5.2 References

The further particulars for a post should make clear to candidates the number and status of referees required and whether the interview team intends to seek references before interview. References from relatives or friends should not be accepted. Appropriate referees are those who have direct experience of a candidate's work, education or training: preferably in a supervisory capacity and a reference must be obtained from the current or previous employer. Where an applicant indicates that s/he does not wish his/her current employer to be contacted prior to a provisional offer being made, this should be respected.

When requesting references, it is helpful to seek precise information and confirm facts, such as length of employment, relationship of the applicant to the referee, job title, brief details of responsibilities, reasons for leaving, sickness record, performance, and any other relevant information. It is helpful to the referee to include a copy of the job description and person specification of the post to which you are recruiting. Do not make requests that only elicit generalisations about candidates' attendance, honesty, or subjective information as to the applicant's suitability for the job.

Telephone references should be avoided but, where time pressures or the location of referees dictate that this may be appropriate, recruiters should ensure that they are certain as to the identity of the person to whom they are speaking. When conducting telephone references, it is helpful to plan the conversation beforehand and to have a list of questions ready. A file note should be made at the time of the telephone conversation and written confirmation should always be requested.

It should be noted that for appointments in which access to financial information or systems or responsibility for valuables such as computers, stores, etc., is part of the job, MBCL's insurers require that references be obtained for the previous three years and that the successful applicant may not start work until references satisfactory to the Managing Director have been obtained.

References are confidential and must be sought 'in confidence'. References should only be used for the purpose for which they were intended and their confidentiality must be maintained. Interview team members must return all copies of any references with the application forms and their interview notes to the Chair on completion of the recruitment process. References must only be kept on the recruitment file and the personal file.

Guidance concerning the provision of employment references is set out at Appendix G.

5.3 Criminal reference checks

MBCL will not discriminate unfairly against applicants who possess a criminal record. MBCL will not necessarily bar an applicant from employment due to an unspent conviction; the nature of the conviction and its relevance to the post will be considered. However, the majority of the technical work of MBCL is within the defence and emergency services sectors where specific clearances are required, and certain spent and all unspent convictions are likely to lead to applications for clearance being rejected.

Under the Rehabilitation of Offenders Act 1974 ex-offenders do not have to disclose spent convictions. However certain types of posts, particularly those that involve working with children or vulnerable adults or in other positions of trust or sensitive areas (e.g. military or police work), are exempt from these provisions, and in these cases all convictions must be declared.

The Criminal Records Bureau (CRB), a Home Office agency, has been established to allow employers to carry out Police checks on potential employees in certain areas of work. A criminal records check will only be carried out if the position meets the criteria set out above, and applicants must be made aware early in the recruitment process that a criminal records check will be required.

6 Joining MBCL

6.1 Appointment

Only the Managing Director issues letters of appointment and places individuals on the payroll (other than very limited exceptions). If the job offer is conditional on completion of a qualification or health screening, this will be made clear in the appointment letter.

Academic qualifications and any others considered essential for the post must be verified by the interview team.

The Asylum and Immigration Act makes it an offence to employ anyone who does not have permission to be in, or work in, the UK. To avoid making assumptions about such permission, it is MBCL's responsibility to ask all appointees for evidence of eligibility to work in the UK. It is unlawful racial discrimination to carry out checks only on potential employees who by their appearance or accent seem to be other than British. It is therefore useful to ask all candidates attending for interview to bring with them evidence of their right to work in the UK.

Evidence may be presented in the form of:

- A British passport or a passport or national identity card from an EEA country or Switzerland
- A passport or other travel document endorsed to show that the holder can stay indefinitely in the UK or that they can stay in the UK and are allowed to undertake the type of work that they are being offered.
- An Application Registration Card issued by the Home Office stating that the holder is permitted to take employment.

Please note that a National Insurance number is not evidence that an individual is eligible to work in this country.

Nationals from the following new member states of the EU are required to apply to register with the Home Office under the "Worker Registration Scheme" as soon as they find work in the UK; Poland, Lithuania, Estonia, Latvia, Slovenia, Slovakia, Hungary and the Czech Republic. Click here for more details on The Worker Registration Scheme on the www.workingintheuk.gov.uk website.

In cases where registration is required, the satisfactory completion of probation will be subject to appropriate registration.

6.2 Induction and Probation

It is MBCL policy that all staff who are new to MBCL undergo a probationary period during which they will be introduced to the main duties and responsibilities of their post. Probationary periods will depend on the specific post, however a period of between 4 and 12 weeks is expected.

6.3 Salary

The salary offered should have regard to the applicant's experience or expertise and will normally be at or above the incremental point equivalent to the applicant's present salary. The salaries of other staff doing similar work within MBCL with similar experience should also be taken into account.

6.4 Work Permits

If the person to be appointed is a national of a non-EEA country, a work permit may be required. If so, the Managing Director must be contacted as soon as the interviews are complete in order that an application can be made to Workpermits UK - the Home Office's Immigration and Nationality Directorate - for a work permit. Only the Managing Director is authorised to make the application. The process can take up to three months and staff cannot under any circumstances be employed until permission is given. It is essential to the work permit application that the vacancy has been advertised in at least one national newspaper or journal normally available throughout the European Economic Area or on a Home Office approved website, within the preceding 6 months. Further details are available from the Human Resources Consultancy Team or on the Human Resources website.

Appendix A – Applicable Legislation

Sex Discrimination Act 1975

The Sex Discrimination Act 1975 (SDA) makes direct and unjustifiable indirect discrimination on grounds of sex and marital status unlawful. It is supported by Codes of Practice produced by the Equal Opportunities Commission (EOC). Complementing the SDA is the Equal Pay Act 1970, which is intended to prevent discrimination between men and women with respect to the terms of their employment. The provisions of the EC Equal Treatment Directive are also concerned to ensure that there shall be no discrimination on grounds of sex, marital or family status.

The Race Relations Act 1976

This covers employment amongst other things, and prohibits direct and indirect discrimination and victimisation on the grounds of colour, race, nationality or ethnic or national origins. It sets out legal redress, the positive action employers can take to address race discrimination, and the liability of employers. It also established the Commission for Racial Equality (CRE) as well as that body's terms of reference and enforcement powers.

Race Relations (Amendment) Act 2000

The Race Relations Amendment Act 2000 (RRAA) extends the Race Relations Act 1976 by placing general duties on all public bodies, including higher education institutions, to eliminate discrimination and promote equality of opportunity and good relations between different ethnic groups. It also imposes specific duties on public authorities to develop and publish a race equality policy, assess the impact of policies on students and staff of different racial groups, monitor the admission and progression of students, the recruitment/career progression of staff by racial group and to publish the results annually.

Discrimination

Direct discrimination occurs where a person is treated less favourably than others would be in the same circumstances on grounds of sex and/or race or a married person is treated less favourably on account of their marital status than an unmarried person of the same sex.

Indirect discrimination may occur if a requirement or condition is applied which adversely affects one sex or racial group more than another and cannot be justified. The fact that there may have been no intention to discriminate is irrelevant. Imposing an age limit on applicants may for example be indirectly discriminatory if fewer women than men can comply because a large number of women will have taken career breaks to raise a family and will not have reached the same stage in their career at a predetermined age.

Complaints of unlawful discrimination in employment may be made to an Employment Tribunal, which if it finds in favour of the applicant, may order compensation (on which there is no longer any upper limit) to be paid to the complainant. The EOC and the CRE may also carry out formal investigations and make recommendations on complaints of race and sex discrimination in employment and may issue non-discrimination notices.

Disability Discrimination Act 1995

The Disability Discrimination Act makes it unlawful to discriminate against disabled people in the provision of jobs, services and property. Disability is defined by the Act as a physical or mental impairment which has a substantial and long term (lasting or expected to last for at least 12 months) adverse effect on the ability to carry out normal day-to-day activities,

It is unlawful to discriminate against disabled people:

- in the arrangements made for entering employment
- in the terms on which employment is offered
- by a deliberate refusal to offer employment
- in the opportunities for promotion, training and other benefits
- by applying some other detriment

Subject to practical and financial considerations, the Act also imposes a duty to make reasonable adjustments to premises or arrangements that might place disabled people at a substantial disadvantage.

Complaints of discrimination may be made to an Employment Tribunal.

Appendix B – Job & Person Description templates

JOB DESCRIPTION

Job Title: Human Factors Engineer
Reports to: Defence Business Manager
Grade: Technical C

Main purpose of the job:

To execute specific human factors (and other technical) tasks under the direction and supervision of a team leader.

Main duties and responsibilities:

1. To carry out specific directed human factors assignments such as task analysis, workload analysis, human error analysis and HMI design as directed by the team leader.
2. To produce documents and other publications, in line with company standards.
3. etc etc

This job description reflects the present requirements of the post, and as duties and responsibilities change/develop, the job description will be reviewed and be subject to amendment in consultation with the post holder.

Date

PERSON SPECIFICATION – HUMAN FACTORS ENGINEER

1. Knowledge

Essential: THIS WILL BE SUBJECT SPECIFIC.

Desirable: THIS WILL BE SUBJECT SPECIFIC.

2. Skills

Essential: Human Factors engineering skills including task analysis, workload analysis, human error analysis, GUI design, safety assessment, training needs analysis etc.

Proven record of ability to manage time and work to strict deadlines.

Excellent interpersonal, oral and written communication skills.

Proven record of ability to conduct high quality consultancy which is reflected in the authorship of high quality reports, or other outputs.

3. Aptitude

Essential: Ability to work as part of a team.

Ability to work as part on own initiative.

Ability to share in organisation, management and development of company.

4. Qualifications

Essential: Degree in Human Factors related subject

Desirable: MSc / PhD in Human Factors related subject

5. Previous Experience

Essential: Work in a consultancy environment

Desirable: Management of human factors tasks

6. Personal Qualities

Essential: Commitment to human factors and ergonomics.

Commitment to high quality consultancy

Commitment to continuous professional development.

Commitment to MBCL's policy of equal opportunity and the ability to work harmoniously with colleagues and customers of all cultures and backgrounds

7. Other requirements

Essential: Membership of a relevant professional organisation (e.g. MErgS).

Appendix C – Sample Shortlisting Form

Post Name:

Grade/Scale:

E = Essential Criteria

Assessed by: A = Application

Score: 0 = Not met

D = Desirable Criteria

I = Interview

1 = Partially met

T = Test

2 = Fully met

Selection Criteria	A/I/T	Candidate No.			
		1	2	3	4
THIS WILL BE SUBJECT SPECIFIC (E)					
THIS WILL BE SUBJECT SPECIFIC (D)					
Human Factors engineering skills including task analysis, workload analysis, human error analysis, GUI design, safety assessment, training needs analysis etc. (E)					
Proven record of ability to manage time and work to strict deadlines. (E)					
Ability to manage time and work to strict deadlines (E)					
Interpersonal, oral, and written communication skills (E)					
Ability to work collaboratively (E)					
Ability to share in organisation and management of MBCL (E)					
Educated to at least degree level in HF related discipline (E)					
Masters or PhD (D)					
Member of a relevant professional organisation (MergS) (E)					
TOTAL SCORE					

Signed Date

NOTE: Applicants are allocated a number. The selection team then shortlists interview candidates based on how each meets the selection criteria, using the scoring key indicated. For example, the team may agree to interview the top five scoring candidates who meet all essential criteria.

Appendix D - Procedure for Monitoring recruitment

MBCL is required by the Race Relations (Amendment) Act 2000 to monitor all of its recruitment and selection activities to assess how its Equal Opportunities Policy is working in practice. Directors are required to complete a Recruitment Monitoring Form covering the short-listing and appointment decision in all staff appointments.

The Equal Opportunities Classification Form must form part of the job application pack to which all those responding to an advertisement at MBCL are directed. Applicants submitting a CV, including unsolicited CVs, should be sent an Equal Opportunities Classification Form. As a minimum, all applicants shortlisted, must have completed a form prior to interview.

On receipt of the application form/CV and Equal Opportunities Classification Form, the following procedure must be followed:

- 1 A person not involved in the selection process allocates an 'applicant number' to each applicant and records this on the Equal Opportunities Classification Form, application form/CV and Recruitment Monitoring Form.
- 2 The Equal Opportunities Classification Form is separated from the application form/CV and placed on the recruitment file.
- 3 The application forms/CVs are sent to the members of the interview panel for short-listing. The short-listing decisions must be recorded on the Recruitment Monitoring Form.
- 4 Following interview the appointment decisions must be recorded on the Recruitment Monitoring Form.
- 5 At the end of the recruitment process the data on ethnicity, sex and disability status of each applicant is added to the Recruitment Monitoring Form which is then collated with other such forms to allow ongoing monitoring. The MD or other Directors may wish to use the data to review whether they have been successful in attracting a diverse range of candidates at each stage of the process and to identify whether there is anything in the way in which the process has been conducted that has unwittingly excluded certain groups unjustifiably.
- 6 Anonymised, aggregated data from the forms is presented annually to the Management Board in order to identify any patterns and monitor how MBCL's recruitment and selection policy is working in practice.

EQUAL OPPORTUNITIES CLASSIFICATION FORM

Applicant N°: ____

CONFIDENTIAL

MBCL has a commitment to ensuring that staff are appointed, retained and promoted on the basis of merit, regardless of ethnic origin, sex or disability.

Monitoring enables us to see what is happening in practice, to assess the impact of our equal opportunities policy and its implementation, to set any targets for improvements, and measure and publish progress. To enable us to do this, and to make the exercise successful, we rely on the following details.

On receipt, this form will be separated from your application form/CV. The information provided will be treated in the strictest confidence and will only be used for the purposes of monitoring. Thank you for your co-operation.

Name	Job Title/Ref. N°
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Please complete all 4 sections:

<p>1. Ethnic Group</p> <p>A White</p> <p><input type="checkbox"/> British</p> <p><input type="checkbox"/> Irish</p> <p><input type="checkbox"/> Any other White background</p> <p>B Mixed Race</p> <p><input type="checkbox"/> White and Black Caribbean</p> <p><input type="checkbox"/> White and Black African</p> <p><input type="checkbox"/> White and Asian</p> <p><input type="checkbox"/> Any other Mixed Race background</p> <p>C Asian or Asian British</p> <p><input type="checkbox"/> Indian</p> <p><input type="checkbox"/> Pakistani</p> <p><input type="checkbox"/> Bangladeshi</p> <p><input type="checkbox"/> Any other Asian background</p>	<p>2. Sex</p> <p><input type="checkbox"/> Male <input type="checkbox"/> Female</p> <p>3. Nationality</p> <p><input style="width: 100%;" type="text"/></p> <p>4. Do you have any of the following impairments?</p> <p><input type="checkbox"/> No disability</p> <p><input type="checkbox"/> Specific learning difficulty e.g. dyslexia</p> <p><input type="checkbox"/> Blind or partially sighted</p> <p><input type="checkbox"/> Deaf or hard of hearing</p> <p><input type="checkbox"/> Wheelchair user or mobility difficulty</p> <p><input type="checkbox"/> Autistic spectrum</p> <p><input type="checkbox"/> Mental health difficulty</p> <p><input type="checkbox"/> Unseen disability</p> <p><input type="checkbox"/> Two or more of the above</p>
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<p>D Black or Black British</p> <p><input type="checkbox"/> Caribbean</p> <p><input type="checkbox"/> African</p> <p><input type="checkbox"/> Any other Black background</p> <p>E Chinese</p> <p><input type="checkbox"/> Chinese</p> <p>F Other Ethnic Group</p> <p><input type="checkbox"/> Any other background</p>	<p><input type="checkbox"/> Condition not listed above</p>
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ETHNIC GROUP CODES (IN COMPLIANCE WITH 2001 CENSUS.)

WHITE

British	01
Irish	02
Other	03

MIXED RACE

White & Black Caribbean	04
White & Black African	05
White & Asian	06
Other	07

ASIAN OR ASIAN BRITISH

Indian	08
Pakistani	09
Bangladeshi	10
Other	11

BLACK OR BLACK BRITISH

Caribbean	12
African	13
Other	14

CHINESE

Chinese	15
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ANY OTHER GROUP

Any Other	16
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Appendix E – Sample Letters

Communicating with Candidates – Invitation to Interview

The following may be used as a model on which to base a letter of invitation to an interview:

Dear

Thank you for your recent application for the above vacancy.

I am pleased to inform you that you have been short-listed and you are invited to attend an interview on (date) at (location).

If you have any particular requirements in relation to the interview or the prospective job, please let us know immediately so we can discuss any equipment or facilities you may need.

Please bring with you to the interview evidence of your right to work in the UK and the originals of your Academic qualifications.

Please telephone (administrator) on (telephone number) to confirm whether you will attend.

Yours sincerely,

Communicating with Candidates – Unsuccessful Application

Unless candidates have been told explicitly in the advertisement or in the further particulars for the appointment that they should assume that they have been unsuccessful if they have not been contacted by a specified date, it is only courteous to inform them that their applications have been unsuccessful as soon as is practicably possible after short-listing or interview. The following may be used as a model on which to base a letter of rejection if a candidate has not been invited for an interview:

Dear

Thank you for your recent application for the above vacancy.

I regret to inform you that you have not been short-listed on this occasion, as we have been able to draw on a shortlist of candidates whose experience and skills more closely match the requirements of the vacancy.

However, I do hope you will continue to apply for other posts at MBCL for which you feel qualified in the future.

Thank you for your interest and I wish you every success in your future career.

Yours sincerely

Unsuccessful applicants can be expected to be disappointed at a rejection and it is natural to want to let them down as gently as possible. Nevertheless, one should not say things that are untrue, for example:

- “We were impressed with your application” (when quite clearly you were not)
- “There were a large number of better qualified candidates” (when there were not)

Communicating with Candidates – Unsuccessful Interview

The following may be used as a model on which to base a letter of rejection following an unsuccessful interview:

Dear

Thank you for attending an interview for the above position.

I regret to inform you that after careful consideration you have been unsuccessful on this occasion.

Thank you for your interest in this post. I hope you will soon be successful in finding a suitable position.

Yours sincerely

Request for a Reference

The following may be used as a model on which to base a letter to a referee following a successful interview. In addition, the reference pro forma below may be used.

Dear

Re: (Applicant name)

The above-named is being considered for the post of (post title) and has indicated that you would be willing to provide a reference. I should therefore be most grateful if you would confirm for me:

(applicant name)'s title and service dates at your organisation

(applicant name)'s employment relationship to you as a referee

(applicant name)'s sickness/absence record over the last 24 months

(applicant name)'s reason(s) for leaving your employ (where applicable)

I am attaching a job description and person specification for the post of (post title). I would be grateful if you would comment on the above name's suitability for the post, and provide any other relevant information.

Any information you can give will be treated in the strictest confidence.

May I take this opportunity of thanking you in advance for any help you are able to give; your prompt reply would be much appreciated.

Yours sincerely

REFERENCE REQUEST

Applicant

Department

Referee

The Applicant states that he/she was employed by you: as [role] from _____ to _____	
Please state: Date Started: _____ Leaving Date: _____	Job Title: _____ Reason for Leaving: _____

Please give your assessment of applicant's performance (tick appropriate boxes):

	Excellent	Good	Satisfactory	Less than Satisfactory	Unsatisfactory
Quality of Work					
Relationship with Colleagues					
Communication					

	Excellent	Good	Satisfactory	Less than Satisfactory	Unsatisfactory
Attendance					
Timekeeping					

Number of days of sickness absence within the last 24 months: _____

Number of occasions of sickness absence: _____

During the course of his/her employment did you have any reason to doubt the applicant's honesty?

YES/NO

Subject to a suitable vacancy and policy permitting would you re-employ the applicant?

YES/NO

Is there any further information you feel would be relevant to this appointment.

Signed Date

Position.....

Appendix F – Questions to candidates

The primary purpose of an interview is to find out about the candidate's suitability for the job through asking questions to obtain information. Ideally the candidate should spend about 70-80% of the interview talking. This is achieved by:

- asking open questions with the intent of finding out things you do not know already; for example, 'What are the main duties of your present role?', 'describe the procedures you used when ...', or 'can you tell us exactly how ...' Avoid asking open questions that require a lengthy and complicated answer as candidates will find it difficult to keep on track.
- using closed questions to check facts you are uncertain about (such as, something which the candidate has said earlier in the interview); for example, 'Did I understand you to say that you managed all the staff in the section?'
- asking questions that invite candidates to give you further information about things not previously explored but which they feel might be relevant; for example, 'is there anything else about the work there that you want to tell us about?'

The way questions are phrased can determine the responses given and may even get in the way of discovering what it is you wish to know. For example in most circumstances it is probably better to ask:

'What did you like/dislike about...' rather than 'obviously that was something you would not have enjoyed', which is only likely to get the answer 'yes'.

'Tell us about the responsibilities you've had to carry out and the sort of deadlines to which you've had to work' rather than 'you'll gather that we need someone who can handle pressure - are you able to do that?'

Hypothetical questions should be used with care as they potentially generate hypothetical answers that may not reflect the way the individual actually behaves. It is sometimes better to ask about actual behaviour in situations the applicant has previously encountered. If you feel that a hypothetical question is needed, ensure that the situation you outline is something that the applicant would be likely to encounter early in his/her appointment. Follow the question by asking for an example of something similar that the applicant has dealt with in a previous job.

Other types of questions are:

Leading questions – these should be avoided as they inform or suggest to the candidate the answer which will most help their application. For example, it would be better to ask 'Tell us about the figure work in your present job' rather than 'there is a lot of figure work in this job, is this something you are good at?'

Multiple choice questions – these are questions that give the candidate a choice of two or more possibilities given by the interviewer. These questions will only tell you which answer is preferred by the candidate, they will not enable the candidate to give you a full, honest answer about their skills and experience and should not be used.

Double questions – double or two part questions are often confusing and a candidate might easily forget the second part of the question. They also give the candidate a way of ignoring something that they don't want to discuss by talking at length to only one part of the question. It is better to ask each question individually.

During the interview, the interviewers should:

- make sure the questions have been answered
- tell the candidate if they have not understood an answer and ask for clarification
- use supplementary questions to elicit further information and to probe for more in-depth answers
- stay in charge of the interview. Tactfully interrupt a candidate's answer if it is clear that s/he is not answering the question asked
- summarise and restate the candidate's answer to ensure full understanding, giving the candidate a chance to correct any misunderstandings

Appendix G – Guidelines for giving references

Generally, all information given in a reference should be based on fact or be capable of independent verification. Caution should be taken about giving any subjective opinion about an individual's performance, conduct or suitability that cannot be substantiated with factual evidence.

Legal Aspects

The author of a reference owes a duty of care to the person about whom it is written and may be liable in damages to that person for negligence if loss is caused as a result of the employer's failure to exercise reasonable care in the preparation of a reference. Liability may come about through carelessness either as to matter of fact or in the formulation of opinion and there is a duty for employers to:

- take reasonable skill and care to ensure the accuracy of a reference.
- provide a reference which is in substance true, accurate and fair
- not give an unfair or misleading impression overall, even if the components are factually correct

In cases where it is alleged that a referee has provided a misleading reference, for a claim to be successful it would have to be established that:

- the information provided in the reference was misleading
- the provision of such misleading information was likely to have a material effect upon the mind of a reasonable recipient of the reference to the detriment of the claimant
- the defendant was negligent in providing such a reference

An employer will not be liable for references that are not comprehensive unless the omission of the information has the effect of giving a misleading impression of the employee. There is no liability for libel provided the employer believes the information in the reference is correct and is given without malice.

Telephone References

If possible, such requests should be declined other than in exceptional circumstances since information given in this way could easily be subject to misinterpretation. Where telephone references are given, statements should not be made that a referee would not be willing to make in writing; the information should be based on fact or be capable of independent verification and the response followed up immediately with a faxed reference.

Data Protection

The Data Protection Act 1998 gives the employee the right, on request, to be supplied with information constituting any personal data held by the employer. However, if the disclosure of this information would identify a third party (in this case, the ex-employer) the request can be refused unless:

- the third party has consented to the disclosure
- it is reasonable to comply with the request without consent. Regard should be given to any duty of confidentiality owed to the third party.

Record-keeping

A copy of the reference should be placed on the individual's personal file.

Liability And Disclaimers

A reference should contain the following disclaimer in its final paragraph:

"In accordance with MBCL's normal practice this reference is given in good faith and in confidence, without legal liability on behalf of the author or MBCL"

Appendix H – Info to be provided by CV applicants

To be completed by all those submitting a CV in application for a post with MBCL. Our equal opportunities policy includes the provision that in recruitment, the only consideration must be that the individual meets or is likely to meet the genuine requirements of the job. No one will be discriminated against on the basis of sex, age, race, colour, ethnic origin, physical disability, marital status, sexual orientation, caring or parental responsibilities, or belief on any matters including religion and politics.

Please complete this form in black ink/biro or by typing or an audio cassette.

Application for the position of:

Department:

Ref No or Job Code:

Surname:

Title:

Other Name(s):

Preferred Forename:

Address:

Telephone numbers and email address at
which we may contact you

Work tel:

Home tel:

Email:

Do you require permission/a work permit to take up employment in the UK?
(Immigration and Asylum Act 1996 – see attached sheet)

Yes/No

I confirm that I will provide the relevant documentation should I be
invited to interview.

Have you ever been convicted in a Court of Law?

Yes/No

(Declaration subject to the Rehabilitation of Offenders Act 1974 and
the (Exceptions) (Amendment) order 1986 – see attached sheet)

If yes, please give details:

How many days sick leave have you had in the last 24 months?

To the best of my knowledge the answers given to the questions contained above and all statements made are true and accurate. I understand that any falsification may be considered sufficient cause for rejection or, if employed, dismissal.

I give my consent to MBCL to process sensitive data for the purposes of personnel administration. My consent is conditional upon MBCL complying with the obligations and duties under the Data Protection Act 1998.

Signature of applicant:

Date:

IMMIGRATION AND ASYLUM ACT 1996

Under Section 8 of the Asylum and Immigration Act 1996 it is a criminal offence to employ someone who does not have permission to be in, or to work in, the United Kingdom. The Act does provide a defence against a potential charge of employing an illegal worker if we can show that the person produced an "official document" when they commenced employment. You are asked to provide one of the following "official documents".

Official Documentation:

- Current P45
- Passport from an EEA country or visa stamp showing permission to work (for further advice, contact Human Resources)
- Birth certificate from an EEA country

Please note that a National Insurance number does not automatically indicate that the individual is eligible to work, and is not sufficient evidence.

REHABILITATION OF OFFENDERS ACT 1974

The Rehabilitation of Offenders Act 1974 is intended to ensure that a person convicted of a criminal offence (whether in Great Britain or abroad), not involving a sentence of more than 2.5 years' imprisonment who has not since re-offended for a specified period of time (a rehabilitation period) related to the severity of their sentence is treated as if the offence, conviction and sentence had never occurred.

Sentences of more than 2.5 years put an individual concerned outside the scope of the Act. Such convictions can never therefore become spent.

(Exceptions) (Amendment) order 1986

Exempted professions NOT covered by The Rehabilitation of Offenders Act 1974 are:-

- Medical practitioner
- Barrister (in England and Wales), advocate (in Scotland), solicitor;
- Chartered accountant, certified accountant;
- Dentist, dental hygienist, dental auxiliary;
- Veterinary surgeon;
- Nurse, midwife;
- Ophthalmic optician, dispensing optician;
- Pharmaceutical chemist;
- Registered teacher (in Scotland);
- Any profession to which the Professions Supplementary to Medicine Act 1960 applies and which is undertaken following registration under the Act.

Appendix I – Recruitment & Selection Checklist

Stage 1 – Preparation and Advertising

- 🌐 Review the necessity for the job
- 🌐 Review and revise the details of the role (Job Description / Person Specification)
- 🌐 Seek financial approval from the Managing Director to fill the vacancy
- 🌐 Prepare the advert
- 🌐 Advertise the post
- 🌐 Prepare the pack of further particulars
- 🌐 Plan the process for application packs being requested and received
- 🌐 Select the members of the Interview team & Chair
- 🌐 Plan the interview arrangements – devise interview questions, presentation details etc; set date(s); book room
- 🌐 Prepare the short-listing form

Stage 2 – Short-listing and Interviews

- 🌐 Start the EO monitoring process
- 🌐 Shortlist
- 🌐 Write to successful / unsuccessful candidates
- 🌐 Conduct the interviews / presentations etc

Stage 3 - Selection

- 🌐 Make the selection decision
- 🌐 Complete the EO monitoring process
- 🌐 Verbally make a conditional offer to the preferred candidate
- 🌐 Complete the appointment paperwork and ensure it is properly stored and backed up)
- 🌐 Write to unsuccessful candidates
- 🌐 Check qualification certificates / permission to work (birth certificate, passport or P45)

Appendix J – Equal Opportunities policy statement

The equal opportunity policy of MBCL is that in the recruitment, selection, education and assessment of managers, consultants and administrative staff the only consideration must be that the individual meets, or is likely to meet the requirements of the job.

The requirements being met, no applicant or member of staff will be discriminated against on the basis of their sex, race, colour, ethnic origin, nationality (within current legislation), disability, sexual orientation, marital status, caring or parental responsibilities, age, or beliefs on matters such as religion and politics.

MBCL is committed to provide a learning, working and social environment in which the rights and dignity of all its staff are respected, and which is free from discrimination, prejudice, intimidation and all forms of harassment including bullying.

This Policy means that all employees of MBCL have the right to work in an environment free from discrimination, prejudice and all forms of harassment or bullying.

MBCL is committed to a programme of action to ensure that its policy is implemented and monitored at an organisational and individual level.