

## Introduction

Effective recruitment and selection is central and crucial to the successful functioning of Solo Service Group. It depends on finding people with the necessary skills, expertise and qualifications to deliver the Company's strategic objectives and the ability to make a positive contribution to the values and aims of the organisation.

## Advertisements

Vacancies will generally be advertised on an appropriate recruitment job board, including the Government Universal job match board.

All vacancies will also be posted on the Company Website, and internal notice boards, as appropriate. Solo Service Group is keen to facilitate internal promotions wherever possible as development opportunities for its staff.

Solo Service Group may, on occasion, decide to restrict advertisement to internal candidates only. Furthermore, junior posts will always be advertised internally in the first instance, to provide continuous development of existing members of staff unless the Management team agrees that this is not appropriate due to the specialist skills required for the post involved.

Vacancies, which are restricted to internal candidates only will be clearly indicated on the advertisement. All internal candidates will be selected for interview on the same criteria as external candidates.

## Application Form

Candidates for all posts will, except on some occasion when a vacancy is restricted to internal recruitment, be asked to complete a standard application form, in order that they can be judged on the basis of comparable information. In some cases, a CV may also be requested.

In applying for posts, all candidates will be provided with a job description, details of the appropriate conditions of service and details about the Company. A brief statement about the appointment procedure will also be provided and, if possible, an indication of the date when interviews will be held. The job description will include a list of the main duties and responsibilities of the post, together with an outline of the qualifications and experience which candidates are expected to possess.

In drawing up the job description and conditions of service the Company will ensure that no job applicant receives less favourable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work, and that no applicant is placed at a disadvantage unjustifiably by requirements or conditions which have a disproportionately adverse effect on a particular group.

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## Recruitment and Selection Policy



Applicants will be asked to specify whether they wish to declare any disabilities, and whether there are any reasonable adjustments needed for them to attend an interview. All applicants with a disability who meet the essential criteria for a job will be interviewed, and considered on their merit.

Applicants will be required to supply two references, one of which should normally be the applicant's current or most recent employer.

Only references for short listed candidates for interview will be obtained. References will normally be sought following interview, unless the candidate indicates otherwise. References should normally be made in writing.

For roles which are unregulated, candidates will be asked to declare on the application form whether they have ever been convicted of any criminal offence which cannot be regarded as 'spent' in terms of the Rehabilitation of Offenders Act 1974 and a Basic Disclosure and Barring check may be sought. For regulated posts that involve working with children and vulnerable adults / law enforcement / legal profession / finance work / licensing work (e.g. security), successful candidates for such posts will be required to provide the necessary documentation in order to complete a Disclosure and Barring check and vetting clearance, as appropriate. Posts which require such a disclosure will be clearly indicated on the conditions of service and appointment procedure.

Applicants will also be required to declare if they are related to any member of staff within the Company.

Due to the volume of applications, we outline on application that if a response is not received within 10 days, candidates are to assume they have not been successful. If requested by the candidate, feedback is offered as to the reasons they have not been shortlisted.

Applicant's details will be recorded at the point of receipt. All completed applications forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process.

All application forms will be collated by the Recruitment Team and supplied to the appointing manager and interview panel for shortlisting purposes.

A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the post but taking account of the Company's responsibilities in relation to Equality legislation. Other than in exceptional circumstances, reasonable notice will be given to ensure that candidates have sufficient time to prepare for and make the necessary arrangements to attend the interview.

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## Selection Methods

Interviews will be held by a panel, gender balanced wherever possible. The interviewers will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves.

A set of questions will be agreed by the interview panel in advance and will be developed from the current job description for the post. The panel will seek to develop questions which ask the candidates to give examples of their previous relevant experience.

All candidates will be asked the same questions in the same order, and their responses rated between: 1-10. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total point's score. Additional notes may be made by the panel during the interview.

It should be remembered that an interview is a two-way process, and candidates will be given every opportunity to view the premises where they will work and ask questions about the Company, to ensure that they have a full understanding of the post for which they are applying and the way the Company operates.

In addition to interviews, a range of other selection techniques may be used. In such circumstances reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.

All appointments will be made strictly on merit and related to the requirements of the job.

All interviewed candidates will be notified of the outcome of the selection process as soon as possible.

All unsuccessful candidates' application forms and interview notes are managed in line with Statutory Retention Periods.

## Relevant Checks

All offers of employment will be made conditional upon satisfactory results from the following:

- References.
- Right to Work.
- Disclosure and Barring Service check/Vetting Clearance, if appropriate.

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## Probationary Period

All appointments into Solo Service Group will be made subject to a probationary period of three calendar months. After three months a review meeting will take place between the post holder and their line manager to discuss progress. At the end of the probationary period, and subject to a satisfactory report by the line manager, employees will have successfully completed their probationary period. The probationary period can be extended by a further 3 months should the individual's line manager consider this appropriate

## Recruitment Monitoring

The Company seeks to recruit employees on the basis of their ability and the requirements of the post. The Company wants to ensure that no applicant receives less favourable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work.

In order to meet this commitment, all candidates are asked to complete a recruitment monitoring form enclosed with the application form. All completed monitoring forms will be treated as confidential. The form will be separated from the application form on receipt and those involved in the selection process will not have access to it. The information given by candidates will be solely used for the purpose of monitoring the recruitment process.

## Exit Interviews

All employees who leave the employment of Solo Service Group voluntarily will have an exit interview with their manager before their last day of employment.

Exit interviews provide the opportunity for departing employees to discuss their reasons for leaving. The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of Company policies and practices.

The appropriate line manager should record all appropriate information, such as recommendations made for change, or significant issues raised in the interview, whilst bearing in mind confidentiality issues.

**Caroline Cooper**  
**Managing Director**



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