

Recruitment and Selection Procedure

(TCE055 AUG18)

Recruitment and Selection Procedure

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1. Purpose and scope

We recognise that people are fundamental to our success.

We need to attract and retain people of the highest calibre and a strategic, professional and consistent approach to recruitment is essential in order to deliver this.

This guide outlines the procedure that relates to all activities that form part of the recruitment and selection process. It is applicable to all people recruitment (including non-permanent). In order for the procedure to be effective, it is essential that any employee who is involved in any aspect of the recruitment and/or selection of new hires is aware of this guide and follows it.

It is the responsibility of the Hiring Manager, including Portfolio Heads, in conjunction with HR to ensure this is the case.

2. Principles

Our recruitment procedure is based on the following principles:

- To ensure that we adhere to good practice in the recruitment and selection of Crown Estate employees and be transparent about the skills, experience, knowledge and personal attributes we require from candidates
- To ensure that job applications are treated confidentially and circulated to only those individuals involved in the recruitment process and are compliant with the General Data Protection Regulation 2018
- To ensure that appointments are advertised internally and in most cases, externally simultaneously where applicable
- That current employees have access to and the opportunity to apply for appropriate roles across the business
- To ensure that we are fair and consistent in the application of our Recruitment procedure at all times
- To use the recruitment and selection activity to promote our reputation as a good employer (thereby an 'employer of choice') and communicate The Crown Estate corporate values

3. Definitions

For the purposes of this policy the following definitions apply:-

- Recruiting Manager – for the purpose of this procedure the “Recruiting Manager “ is primarily accountable for managing the recruitment of vacant position
- Human Resources Team - is responsible for ensuring the consistent implementation of this procedure and the development of good practice in recruitment and selection
- Jobtrain - is a candidate management solution systems which enables recruiting managers to access candidate applications and complete short-listing from the start to closing of the advert

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- Recruitment Authorisation Form (RAF) – which in effect provides the hiring manager and HR with the ‘authorisation’ to recruit
- Job Profile - is used in the recruitment and selection process to assist in the preparation of a job Advertisement, to re-evaluate the salary level and to set interview questions. It contains a candidate specification which describes the specific knowledge, experience, personal style and behaviours required for the role and which the post holder must be able to demonstrate
- Agency – is the appointed recruitment specialist identified to provide suitable candidates for the role

4. Process

There are 4 Key Stages to The Crown Estate Resourcing Process;

1. Requirement briefing

- Line manager to confirm whether the role is included in current financial year budget and specifically, whether it is a new role as a result of growth, a change of role due to re-organisation or, a replacement role? **(Note: if additional headcount, Director/ExCo and Chief Financial Officer approval will be required).**
- Speak with your HR Business Partner (HRBP) or HR Advisor (HRA) initially in order to agree the requirement, discuss the vacancy and establish key points for completion of a job profile - timescales and any additional requirements i.e. presentations or ‘tests’, will be agreed at this stage;
- Once the agreed job profile is received our Reward team will benchmark the role if required, in order to align with market relativities and internal salary levels. **(Note: if salary is >10% above budget, CFO signature will be required on RAF);**
- Line Manager issues a RAF + Job Profile and briefs Recruitment Manager;
- Recruitment Manager briefs relevant agency (or, conducts a direct search) from HR preferred supplier list (this ensures cost effectiveness and suppliers who are aligned with our brand) and agrees a time-frame for receipt of initial CVs;
- Note, for some specific or technical roles, we will invite the agency in to meet with line manager + HR in order to ensure that a comprehensive briefing has been delivered;
- Advertise role internally on i-site and relevant internal notice-boards for 1 week (where appropriate).

2. CV shortlisting and preparation for interview

- CVs received within a pre-agreed time-frame;
- CV review meeting with line manager + Recruitment Manager and placed on ‘Resourcing Tracker’ + agree interview process (plus who is involved) and the number of stages;
- Establish final candidate shortlist for 1st stage interview;
- Recruitment team schedule interviews;
- Line manager meets with Recruitment Manager to prepare/agree question-bank.

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3. Interviews

- 1st stage interviews – line manager + HR (or, line manager + relevant business colleague with interview experience);
- Interview notes to be captured at each stage and passed to Recruitment Manager
- Complete 1st stage interviews and hold candidate ‘wash-up’ meeting with line manager + Recruitment Manager or HRBP/HRA;
- Compile candidate shortlist for round 2;
- 2nd stage interview;
 - Line manager + senior manager
 - OR, line manager + peer
 - OR, line manager + stakeholder
 - OR, dependent on role, senior manager + HR
- Final Shortlist candidates;
- Establish if 3rd stage interview required and if so, will it be informal over coffee or, a further formal meeting?
- Interview notes to be captured and passed to the Recruitment Manager

4. Decision to hire

- Following a ‘wash-up’ discussion with line manager, Recruitment manager contacts agency (or if a direct hire, the candidate), to make a formal offer of employment.
- The ‘offer process’ will always be managed by HR – this supports consistency of messaging and also places HR in between hiring manager and candidate if negotiations on terms are required to close the offer.
- Recruitment manager provides feedback to unsuccessful candidates.

Important Note

- At the end of the resourcing process, please delete any e-mails relating to candidates and/or electronic versions of CVs. If printed, please discard confidentially or shred the documents.

5. Legislation and Equality

We are an equal opportunities employer and accountable for ensuring that throughout each stage of the recruitment and selection process we are compliant with relevant legislation.

We are committed to promoting and maintaining a work environment where all people have equality in opportunity for employment on the basis of their ability, experience, professional qualification and employment history.

The arrangements set out in this procedure meet the Chartered Institute of Personnel and Development Code of Practice for Recruitment and Selection, Civil Service Commissioners’ Recruitment Code and

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The Crown Estate's legal obligations under the: Disability Discrimination Act 1995, General Data Protection Regulation 2018, The Rehabilitation of Offenders Act 1974 and the Equalities Act 2010.

Appendix 1

Recruitment Authorisation Form



Hiring Manager:		Department:	
Cost centre or Property code:			
Job title:		Location:	
Is this role within Corporate Plan for this year?	Y N	Work Pattern (Full time or Part-time):	
Contract type:	Permanent: Fixed-Term Contract: Temporary (Agency): If temporary, please state duration:		
Salary:	. Budget £ . Proposed £ . Variance	Anticipated start date:	
Reason for Recruitment:	Replacement New Position Other, please Specify: (Completion is mandatory – copy of job profile is attached)		
Justification for Hire:			
	Authorising the following:	Signature	Print Name Date
Line Manager:	<ul style="list-style-type: none"> Recruitment plan and timescales agreed with HR Job Profile attached 		
HR Business Partner:	<ul style="list-style-type: none"> Role authorised/agreed process followed Job level agreed Benchmark completed 		
Department Manager/Director/ ExCo:	<ul style="list-style-type: none"> Role required as per Corporate Business Plan 		
Chief Financial Officer:	Completion is mandatory if; <ul style="list-style-type: none"> Base salary is greater than +10% of budgeted salary OR, <ul style="list-style-type: none"> Additional/unbudgeted role 		

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6. Document Control

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Name & Title	Signature	Approval Date	Valid from date	Review date
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