

# RECRUITMENT AND SELECTION POLICY AND PROCEDURE

**If you hire good people, give them good jobs, and pay them good wages, generally something good is going to happen.**

**— James Sinegal, Co-founder and former CEO of Costco Wholesale Corporation**

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## **Purpose**

The purpose of this policy is to ensure that Echo House employs and promotes the most appropriate employee and/or job applicant in a fair and consistent manner free from discrimination.

The Company aims at all times to recruit the person who is most suited to the particular job. Selection will be solely on the basis of the applicant's abilities and individual merit as measured against the criteria for the job. Qualifications, experience and skills will be assessed at the level that is relevant to the job.

## **Related Policies**

This policy must be read and applied in line with the Organisation's Equal Opportunities, Equality and Diversity, Data Protection in relation to GDPR, and Human Rights and Modern Slavery policies.

## **Scope**

This policy covers all current employees and applicants for employment within the organisation including those for a temporary, fixed term or permanent position. The policy will cover all internal and external recruitment and remains available to all employees.

## **Policy Statement**

Echo House is committed to ensuring that there is no discrimination on the grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation at any stage of the recruitment process or in the terms and conditions offered to new employees or promoted employees.

Echo House will work towards monitoring the composition of its workforce in order to identify areas that may need positive action measures to promote equal opportunity and diversity.

## **Process**

It is the Company's policy that line managers are responsible for the recruitment of their team in conjunction with Human Resources. A line manager who wishes to recruit for a position that is within the department's budget for the year should liaise with the Directors and Human Resources and complete a recruitment authorisation form before commencing the recruitment process.

A line manager who wishes to recruit for a replacement role, or new role which will present the Company with an increase in cost will need to present justification for the change and gain authorisation to recruit from the Directors. This is also expected for someone who will perform a substantially different role.

The Company aims at all times to recruit the person who is most suited to the particular job. Selection will be solely on the basis of the applicant's abilities and individual merit as measured against the criteria for the job. Qualifications,

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experience and skills will be assessed at the level that is relevant to the job.

Before embarking on the process of recruitment, the line manager must ensure that there is an up-to-date job description for the post including a clearly drafted employee specification. The job description will describe the duties, responsibilities and level of seniority associated with the post, whilst the employee specification will describe the type of qualification(s), training, knowledge, experience, skills, aptitudes and competencies required for effective performance of the job.

Once approval to recruit has been gained and a job description written, Human Resources in conjunction with the line manager will decide on the most appropriate method of sourcing candidates.

## **Advertising**

Positions will be advertised both internally and externally. All employees (including fixed-term employees) will be notified of any positions that arise during their employment by way of these being posted on the staff notice board, announced via the company human resources information system (Bamboo HR), and through the company intranet (email).

The advertisements will be made clear, that positions are open to all suitably qualified candidates, regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation.

Details of positions will be fully circulated to ensure access to all applicants. This includes forwarding internal advertisements to employees on long-term leave

including maternity leave, paternity, parental leave, long term sickness leave etc.

All advertisements will carry the statement “This Organisation is an equal opportunities employer”.

## **Screening**

Screening will be carried out by analysing details of applicants’ CVs to the requirements of the job. The screening criteria will be applied consistently to all applicants. Records of the screening process will be retained for a period of one year by the HR department.

## **Testing**

If it is necessary to use selection tests for a role, they will only relate to non-biased, genuine requirements of the job. Records of any testing undertaken will be retained for a period of one year by the HR department and in line with the organisations Data Protection policy in with GDPR standards.

## **Interviewing**

The interviewing process will be carried out in the following way:

- No assumptions will be made on the grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation.

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- Questions will relate to the requirements of the job as set out in the job description and person specification.
- Interviews will be carried out by more than one person and the interview panel will preferably comprise of individuals of differing genders, wherever possible
- Applicants will be assessed at the end of interviewing against pre-defined criteria.
- Interviewers will complete an interview assessment form for each candidate.
- Records of the interview process will be retained for a period of one year by the HR department, including questions asked, answers given, any interview notes and interview assessment forms for all candidates.
- Depending on the role, if a second interview is necessary, wherever possible this should be conducted by different interviewers to the initial interview and must be attended by a director or Human resources representative.

The Company will make reasonable adjustments to its arrangements for interviews and to conditions of employment for disabled applicants when aware of the need to do so to ensure so far as is practical that existing arrangements or conditions of employment do not place such applicants at an unjustified and significant disadvantage relative to other applicants.

## Promotion

All employees will be aware of the promotional and career opportunities available to them from details circulated through the intranet (email) and notice boards. Training and job experience needed for promotional opportunities will be available to all employees. Promotion will be determined by merit and performance against objective criteria.

Unsuccessful internal candidates will be given feedback to facilitate improvement. Training and advice in giving feedback will be provided by Human Resources.

No employee will be overlooked in relation to a promotion or an experience-broadening opportunity because of their reluctance to apply or accept on a previous occasion. The process surrounding promotion will be free from discrimination.

## Disability

As legally required by the Equality Act 2010, additional support will be provided to disabled employees to ensure they are not subject to unlawful or less favourable treatment during the recruitment and selection process. Reasonable adjustments must be made to remove any barriers the employee faces during the process.

Where the applicant has indicated they need reasonable adjustments making to the recruitment and selection process, this must be discussed with the HR department.

## Job Offers

Job offers must only be made to candidates by a member of Human Resources or a Director and must be formally reviewed and approved by a Director and the Finance Director before being issued.

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## References

All external candidates will be required to provide two satisfactory references prior to appointment. References must not be contacted without the permission of the candidate to whom they relate. Should a candidate not be in a position to provide two references, this should be discussed with the Human Resources. Any offer of employment will be conditional on these being satisfactory to the Company.

## Wage Equality

Echo House supports the principle of equality of treatment in employment and is committed to having procedures to determine the pay and conditions of employment of all our employees that do not discriminate unlawfully and are free from bias.

Echo understands that equal pay between men and women is a legal right under UK and European Law.

For the purposes of this policy, and in line with relevant legislation, pay is defined by Article 141 of the Treaty of Rome as “The ordinary basic or minimum wage or salary and any other consideration, whether in cash or kind, which the worker receives directly or indirectly in respect of his (her) employment from his (her) employer”. Pay therefore includes pensions, bonuses and sick pay, as well as other benefits.

The following terms are contained in Equal Pay legislation:

- Like work is defined as work which is the same or broadly similar.
- Work rated as equivalent is defined as work which has achieved the same or a similar number of points under a job evaluation scheme.
- Work of equal value is defined as work which is of broadly equal value when

compared under headings such as effort, skill and decisions.

Echo House will:

- Undertake regular equal pay reviews for core staff in line with guidance issued by the Equalities and Human Rights Commission (EHRC).
- Monitor starting salaries for new staff.
- If a member of staff has a complaint about the lack of equal pay they should, in the first instance, speak to their line manager. If these informal approaches do not satisfy the member of staff should contact a Director and Human Resources in writing.
- Human Resources will undertake regular equal pay reviews. The findings of these reviews will be considered by the Directors as part of the annual review.

## Training

All relevant staff, including those on fixed term and part time contracts, will have equal access to training opportunities.

## Qualifications

It is the Company’s practice to ask for documentary proof of qualifications that are relevant to the role the applicant is applying for. Any offer of employment will be conditional on these being satisfactory to the Company.

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## **Medical Check**

Employees may be required to report to Occupational Health if their role exposes the employee to chemicals, dusts or vapours that could be hazardous to health. An annual Occupational Health assessment is offered free of charge to employees that fall under this category.

## **Right to Work in the UK**

Echo House will only employ workers who are legally entitled to work in the United Kingdom. All applicants will be required to provide the organisation with appropriate documentation or an online right to work check share code, to prove their eligibility to work in the UK.

## **Record Retention and Data Protection**

Personal information such as CVs, interview notes and communications regarding recruitment will be retained for one year and in line with the organisations Data Protection policy, in line with GDPR standards.

## **Temporary Agency Staff**

Agency staff may only be used after approval from a director and from an approved agency. The list of approved agencies will be maintained by Human Resources and reviewed at least annually to ensure that the agency complies with the Echo Supplier code of conduct and that their employment terms and conditions meet

Echo policy standards including related to the employment of Child Labour, minimum wages and working conditions as set out in Echo House Modern Slavery and Human Right Policy and Child Labour Policy

All staff engaged from an agency must provide their proof of Right to Work to the agency. Echo House will audit the agencies on an annual basis asking them to provide a selection of their workforces right to work, review their screening process and to ensure that it is in line with human trafficking, diversity and child labour policies.

## **Casual Staff and Zero-Hours Staff**

Echo House does not promote the use of Zero House contracts except in very limited circumstances where specific skills are required on a seasonal or otherwise temporary basis and requested and agreed with the worker.

## **Recruitment Agencies**

Echo House operates with a selection of approved recruitment agencies. The list of approved agencies will be maintained by Human Resources and reviewed at least annually to ensure that the agency complies with the Echo House Supplier code of conduct and that their employment terms and conditions meet Echo House policy standards including Child Labour, minimum wage and working conditions as set out in the Modern Slavery and Human Right Policy and Child Labour Policy.

These agencies will have extensive and robust recruitment, privacy and GDPR policies readily available on their websites.

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## **Speculative Applications**

Any CVs that are received unsolicited by email or post should be forwarded to Human Resources, who will review each application and ensure that they are responded to in an appropriate and timely manner.

CVs sent through on a speculative basis by recruitment agencies should also be forwarded to Human Resources so that the agency can be contacted and be informed of the process needed to be followed and the terms under which they must work if they wish to supply employees to Echo House.

Any candidate must be checked to ensure they are not currently employed by an Echo House client and is not bound by any contractual clause preventing us from appointment.

## **Responsibility for Enforcement of the Recruitment Policy**

Responsibility for enforcement of the Recruitment Policy belongs to the Human Resources department reporting to the Finance Director

## **Concerns with the Recruitment Process**

Any employee who is concerned with this recruitment and selection policy or with its operation within the organisation should follow the normal grievance policy and procedure as set out in the Company handbook.

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HOUSE

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