Document Reference:	**KITS/L3/HR/005**			
Document Title:	**Recruitment Procedure**			
Purpose:	This Procedure details the procedure for recruitment and the associated competence and safety critical management requirements.			
Financial Implications:	High			
Synopsis: Summary of Changes:	**23/07/12:** Issue 1, Replacement for KRSMP R01 **10/01/13:** Issue 2, Requirement for retention of Psychometric tests added			
	Name:	Title:	Date:	Signature:
Developed By:	▉▉▉▉	HSQE Manager	10/01/13	▉▉▉▉
Authorised By:	▉▉▉▉	Managing Director	10/01/13	▉▉▉▉

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1.0   Purpose

This procedure details the steps to be taken to ensure the recruitment and Induction of all staff and that competency requirements are met for both Safety Critical and Non-Safety Critical Staff.

2.0   Scope

This procedure applies to the recruitment of all employed staff within the company and key nominated contract roles.

3.0   Roles Definitions in the Business

The Company has classified its Competency requirements into groups called roles, which have a generic profile of competence profile. These classifications are:

- **Directors –** All levels of Directors in the Business
- **Operational staff –**Engineering Supervisor, Site Supervisor, COSS.
- **Support Staff –** General Admin support staff, IT, HR**.**
- **Project Management Staff –** Project Managers, Possession/Project Planners, Core Planners, Engineering Manager, Site Engineer.
- **Collaborative Working -** SER, Project SER, Collaborative Relationship Team Leader, Collaborative Project Manager, Collaborative Project Team Member, Collaborative Risk Manager.

4.0   Definitions

Behavioural Competences (Including collaborative) - Behavioural competencies refer to personal attributes or characteristics (i.e. inherent motives, attitudes, values) that describe HOW a job or task is performed as opposed to the particulars of the job or task. For instance, behaviours like flexibility, integrity, teamwork or self-confidence are personal characteristics, demonstrated through on-the-job behaviours, which can be applied in any number of job-related situations as compared to a specific technical skill.

Employing Manager - The Manager undertaking the recruitment.
Line Manager – The Manager who will be responsible for the day-to day management of the employee (once recruited) and who the employee reports too.
HSQE - Health Safety Quality & Environment
NCCA- National Competency Control Agency
IRSE - Institute of Railway Signalling Engineers
ECS – Electro-technical Certification Scheme (Includes all Highways cable works).

5.0   Responsibilities

Managing Director

The Managing Director or nominee authorises the levels of competences required for each role by the approval of the Competence Matrix, and provides the resources and service provision for recruitment of competent staff to defined roles within the business.

HSQE Manager

The HSQE Manager is responsible for the monitoring and auditing of this procedure and statistical review.

Operations Director

The Operations Director is responsible for the review and authorisation of all appointments within their Division, to ensure the alignment with business objectives and remuneration levels. Ensuring that their management team are also fully aware and compliant with this procedure and the Company's Equal Opportunity Statement requirements.

Project & Other Employing Managers

Project & Other Employing Managers are to follow this procedure for recruitment and monitor its compliance within their areas of responsibility.

- Ensure that any appointments are authorised by the relevant Director and that the role profile align with the appointments. Where appointments do not align with defined competence this is to be agreed at Director level and the competence matrix up dated accordingly.
- To review and update the headcount report to ensure data currency in the business. To forward Appointment authorisation form to HR Administrator when complete.
- Ensure that competence assessments have been undertaken for all appointees with objectives and targets agreed for the probationary period.
- Ensure that any development or support identified for new employees is undertaken and effective.

HR Administrator

Is responsible for:

- Providing the point of contact for all recruitment issues
- Extracting role profiles from the Competency Matrix for recruitment purposes.
- To ensure that the employing manager undertakes all elements of the appointment authorisation and recruitment checklist.
- Review all applicants status, to ensure that they are eligible to work in the UK
- Ensure that references have been taken up for all potential appointees
- Collation of all data associated with recruitment, ensuring that job description and title align with role profile and contract of employment. Cascade of information to appropriate departments to include HSQE and Payroll
- Production and issue of Contracts of Employment for appointments.
- Advising employing managers of levels of remuneration set by the business.

- Updating the KRMS data base as appropriate
- Ensuring that Company Inductions are scheduled
- Advise employing Manager of the need for Psychometric testing for roles defined within Competence Matrix and schedule tests where required
- Ensure that competence assessments have been undertaken and documented and formal nomination to roles have been undertaken in accordance in accordance with KITS/L3/COMP/002 Review, Nomination and acceptance of a Role or Position Procedure.

6.0   Process
6.1   Business Recruitment Needs
The recruitment needs in the business are based on the following:
- Business Planning and New opportunities
- Tendering Gap analysis
- New Standards and/or Legislation
- Client requirements
- Skills gaps
- Natural loss of staff
- Workload

Business planning and contract review determines the direction the business or project is going in, identifies new opportunities and training needs in the business, this is a supported by standards and legislation review

6.2   Recruitment Authorisation
The levels of recruitment are defined at Divisional level, with all appointments being authorised by the relevant Operations Director. The Employing Manager will utilise the KITS/FM/HR/269   Authorisation of appointments and Recruitment Checklist which defines the process and checklist for recruitment, competence requirements and interfaces.

The Employing Manager shall interface with the HR administrator to ensure compliance with this procedure.

The HR administrator will supply the role profile for the appointment where they align with the competence matrix, deviation from the roles defined within the matrix are to be agreed with the Operations Director and the HSQE Manager, before the compliance matrix can be updated or any recruit is undertaken. **No** recruitment should be considered unless there is a defined set of competence requirements identified for the role and these are live on the competence matrix.

The Operations Directors will agree the levels of remuneration and benefits at this stage.

6.3 Job description Production

The HR administrator holds a suite of role profiles based on the predefined competence requirements for each role; this will form the basis of the competence requirements for the Job description KITS/FM/HR/COMP/219 Job description template will be utilised for this purpose.

The employing manager shall include any job specific competence requirements to the job description as necessary. The employing Manager will then utilise the Job description for recruitment purposes. All recruitment should be against the job titles listed on the competence matrix. No offers are to be made for new or project specific titles.

6.4 Candidate selection.

The HR administrator will forward the Candidate the Kelly ITS application form KITS/FM/HR/030 for completion and a list of pertinent documentation for review to aid the selection process. The HR Administrator shall notify all candidates of their selection results and advise those successful of the next step to interview.

The Employing Manager will review potential candidates based on the review of application and CV and matching of the competence levels defined within the Job description, levels of experience and their eligibility to work in the UK.

6.4.1 Psychometric Testing

Where the role being recruited for, is a key or collaborative role in the business, the need for Psychometric testing has been deemed a way of indicating the behavioural attributes of the candidate, their attributes will be matched against the predefined behaviours identified for each role within the competence matrix, the candidates psychometric assessment and defined attributes will form part of the Collaborate Behaviour Review and Team selection Procedure KITS/L3/COMP/003.

The results of any psychometric test are to be retained electronically with the service provider.

6.5 Process for Interviewing
6.5.1 Identification and validity to work in the UK

The employing manager has a legal requirement to prove the identity of the candidate and the candidates' entitlement to work in the UK prior to interview. This is via evidence and copy taken of either;

- Valid Passport or
- Valid EU identity card

There are also other documents that provide some evidence of identity. These should not be accepted on their own. These include:
- original marriage/birth certificate
- full driving licence
- mortgage repayment documents
- cheque guarantee cards and associated cheque book
- paid fuel and telephone bills
- life insurance policies
- divorce/annulment papers

Where the person does not have a Passport/Identity Card they must demonstrate a valid visa, where there are any concerns about the visa validity or the Candidate claims to be an Asylum seeker contact the Home Office for guidance.

6.5.2 Competence Validation

The Employing Manager will prepare three competence based questions which shall be given to each candidate, with their responses noted.

Competencies will be checked at interview stage by the interviewer in order to meet the requirements job description and role profile, notes will be taken by the interviewer to keep a formal record of any comments made. The employing Manager should utilise the KITS/FM/HR/262 Company Interview form which defines the standard interview questions, the employing Manager will supplement the standard question set with at least four competence based questions pertinent to the position. Each candidate will be questioned accordingly and records of responses maintained.

6.5.3 Interview Records and Communication

The Authorisation to Appoint and Recruitment checklist form is to be completed and forwarded to HR administer once the final selection has been made and signed off by the Operational Director, in order that, induction and Occupational Health arrangements can be made.

The interviewing manager shall also forward all relevant data to the HR administrator, Authorisation, Candidate information Passport, driving license, interview records and any other supporting documents (such as certificates) for filing and any action identified.

Where Candidates are not successful, the employing manager or the HR Administrator will ensure that they are notified and feedback given where possible.

6.5.4 References and Contract award

If the applicant is successful at interview stage two references will be taken up by the HR Administrator using KITS/FM/HR/014 Telephone Reference form and where applicable the NCCA Co-ordinator will undertake a Sentinel Check. When returned they are checked and if acceptable the applicant will be approved for employment subject to conditions of **contract** by the Operations Director.

Following approval from the Operations Director an offer letter will be sent to the candidate. This will make an offer to the candidate which is conditional on meeting any medical, drug and alcohol or other contingent requirements as required by KITS.

Alongside the offer letter a Contract of Employment the Candidate will be issued with a copy of the Job Description and all other relevant documentation associated with the employment. The issue of contract is contingent on them accepting all applicable Policy requirements and passing pertinent Occupational Screening requirements for the job. Once the Candidate has accepted the offer of employment the formal competence review, nomination to role and identification of any developmental, support or training requirements should be undertaken in line with the requirements of the competence management procedures.

6.6 **Drugs & Alcohol and Medicals [Railway workers]**
The Project Manager, via the HSQE Co-ordinator makes arrangements for Medical and Drugs & Alcohol screening for safety critical employees [railway workers]. When the results / reports are received they are checked to ensure that they pass in regards to both medical fitness and a negative drugs & alcohol test. Both certificates are filed in the personnel file and a copy of the medical certificate given / sent to the employee. If either of these certificates indicates unsatisfactory issues they are referred to the Managing Director. No allocation of staff to projects is to be made before confirmation of their meeting the medical and alcohol and drug screening requirements.

6.7 **Certificate and National Competency Control Agency (NCCA)**
Where it is identified that new certifications are required the Project Manager shall make arrangements for training or assessment e.g. NCCA sponsorship or transfer, CSCS,ECS, IRSE License.

6.8 **Probationary Period and Performance Monitoring**
The Contract of employment will be issued based on a six month probationary period. The Candidate will be Competency assessed by their Line Manager prior to deployment and any training needs identified. The Line Manager will set performance targets to be met within their probationary period and agreed review dates. The Appraisal of all new starters shall be monthly within their probationary period, with all meetings recorded.

Where the performance targets are met the HR Admin shall:
- Issue the candidate with a permanent employment contract
- Include the new starter into the annual appraisal process

Where the performance targets are not being met the Line Manager may:
- Review performance against objectives and extend the probationary period with revised objectives and timescales.
- Terminate employment contract**.**

7.0 Monitoring Audit and Review

Personnel files are regularly audited and checked (Sampling Method) by the HSEQ Department by internal audits and by external audits as required. (**Refer to audit and revision programme**).

The HSQE Manager shall check project records on each site visit as part of the inspection process.

The Managing Director shall conduct an annual review of this procedure to ensure its suitability and use.

8.0 Reference Documents

KITS/FM/HR/030 Application Form
KITS/FM/HR/014 Telephone Reference Request Form
KITS/FM/HR/269 Authorisation to Appoint and Recruitment Checklist
KITS/FM/HR/031 Personal Information Form
KITS/FM/HR/016 Standard PAYE Contract
KITS/L2/COR/006 Competency Matrix
KITS/FM/HR039 Medical Status Form
KITS/L3/OPS/028 Work Safe Procedure [Flow Chart]
KITS/FM/HR/COMP/219 Job description template
KITS/FM/HR/262 Interview Record Form

10.0 Process

Operations Director identifies requirement for additional staff

HR Administrator produces role profile send offer application form letter, Personal Information form and Job description

Operations Director authorises manager to source suitable candidate to fill the post/ Role Profile reviewed and Job description produced

HR Administrator
Sends out application form letter

Candidates complete application form & submit suitable CV,Copies of Passport /DL. Medical Status form and give two referees. HSQE Copies training records etc.

Operations Director or delegated Employing Manager produces competence based Questions and Interviews candidates against competency and role requirements

HR Administrator takes up references files all interview records./ NCCA Checks and Occ Health Screening booked.

Operations Director or delegate makes formal job offer based on results of screening, and references. Issue Job description

Candidate accepts offer of employment, signs and returnscontract

Employing Manager undertakes Initial competence appraisal and sets objectives for monitoring within probationary period

The Employing Manager appraises new starter throughout probationary period and offers permanent contract based on performance