



# Recruitment & Selection Policy

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People Services

## Contents

1. Purpose & Aim of the Policy.....	3
1.1 Policy Statement.....	3
1.2 Commitment to Equality, Diversity & Inclusion .....	3
1.3 Positive Action .....	4
1.4 Roles and Responsibilities .....	4
2. Scope .....	5
2.1 Reasonable Adjustments.....	5
3. Policy Principles.....	5
4. Procedure .....	6
4.1 Vacancy Approval Process.....	6
4.2 Advertising.....	6
4.3 Assessments .....	7
5. Principles of Selection.....	7
5.1 Selection Methods .....	7
5.2 Eligibility .....	8
5.3 Transfers .....	10
5.4 Short-term Opportunities and Temporary Promotion .....	10
5.5 Promotion (via a selection process).....	10
5.6 Acting Up Arrangements.....	11
5.7 Fixed Term Opportunities .....	11
5.8 Station Specific / Non-Competitive Promotion Process.....	11
6 Offers of Employment .....	12
6.1 Disclosure and Barring Service (DBS) .....	12
7 Induction and Onboarding .....	12
7.1 Induction.....	13
7.2 Onboarding.....	13
7.3 Managers role with Induction and Onboarding .....	13
7.4 Probation period .....	14
8 Quality Assurance .....	14
8.1 Safer Recruitment.....	14
9 Appeals .....	17
<a href="#">Appendix 1</a> .....	177

# 1. Purpose & Aim of the Policy

The purpose of the Recruitment & Selection Policy is to provide a framework of good practice, principles, and procedure, which will be applied within our recruitment and selection process to ensure the reputation of the Service is maintained and high standards are not compromised.

The aim of this policy is to provide information and guidance in relation to how vacancies are filled and to ensure that we have the right number of people, with the right skills and behaviours, in the right place and at the right time, to deliver organisational objectives.

The Service is committed to the ethical principles of the Code of Ethics and strives to apply them in all we do, therefore, those principles are reflected in this Policy.

## 1.1 Policy Statement

This Policy will also support the People Strategy and the Equality Diversity & Inclusion Strategy and encompasses the following priorities:

- To strengthen the organisation's ability to provide an excellent service by diversifying our staff, promoting inclusion, and creating a fair and equal place in which to work
- To achieve the workforce that accesses the widest possible talent pool and is made up of individuals who represent the diverse communities that this Service serves
- To ensure equality of access and exposure to a career in the Fire Service, with the purpose of attracting a wide range of the most talented people

When a resource requirement is identified, full consideration will be given to the most effective and efficient way to meet the need. We recognise that valuable diversity of thought and experience can be achieved through recruitment of talented people who bring with them a background that allows for a diverse Service from the earliest point.

The Service aims to ensure that it can attract and employ staff with the right skills, of the highest calibre, to be in the right place of the organisation and at the right time. This will be achieved through effective and efficient workforce planning and positive action which may be carried out dependent on local needs.

This approach will be embedded through all resourcing processes which are based on the principles of an open, consistent, and fair approach, which promotes and ensures an equal opportunity to all.

## 1.2 Commitment to Equality, Diversity & Inclusion

In managing and delivering our resources, we will adhere to the ethical standards and legal requirements outlined within the Equality Act 2010 and ensure that recruitment and selection processes are supported by appropriately trained and experienced staff.

Shortlisting, interviewing and selection will always be carried out without regard to age, disability (including neuro-disability), gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour), religion or belief, sex or sexual orientation.

Line managers must respond to any requests for reasonable adjustments during the recruitment process and must guarantee an interview to applicants who are living with a disability if they meet the minimum criteria. Please seek advice from the Recruitment & Retention team.

### **1.3 Positive Action**

Positive action is a range of measures allowed under the Equality Act 2010 which can lawfully be taken to encourage and support people from under-represented groups helping them to overcome disadvantages in competing with other applicants.

Positive action must not be confused with positive discrimination which is unlawful, or any form of preferential treatment. Where positive action has been taken to encourage applicants from disadvantaged groups to apply, every applicant must be considered on their individual merit and selection for interview and appointment must be based strictly on the agreed selection criteria.

The Equality Act 2010 does permit reasonable adjustments which may give support to a person living with a disability.

### **1.4 Roles and Responsibilities**

The Service is responsible for ensuring that our Recruitment & Selection Policy and supporting processes apply the principles of equality, promotes the inclusion of all people and encourages diversity, to meet its' aim of achieving a workforce representative of the community. The Service will ensure appropriate and relevant training/development and support is in place to ensure managers have the knowledge and skills to support the Service's People Strategy in relation to resourcing. This approach will ensure that the process will remain open, transparent, and fit for purpose.

Managers applying the policy will be personally accountable for their own development and responsibility for implementing the Service's systems and processes in relation to recruitment.

Further information in relation to specific activities that may be undertaken, and who may be responsible for them, can be found at Appendix 1.

## 2. Scope

The Policy applies to all applicants, internal and external, and all individuals engaging in facilitating recruitment activities, including promotion.

The Service will recruit and select people with appropriate skills, knowledge, values, and behaviours to maintain a high performing Service for the communities that we serve and in accordance with the Workforce Plan. We will recruit and retain a diverse, highly skilled, capable and talented workforce who are flexible and adaptable and committed to delivering excellent services to our communities.

The Service recognises and values the benefits of diversity and inclusion. We commit to equality of opportunity and equal access in recruitment, selection and progression for all staff. We are committed to achieving a workforce that is representative of our community and we will encourage individuals from under-represented groups and communities to engage with our recruitment and progression opportunities. We will achieve this through our employer branding, various positive action initiatives, and close work with our customer engagement teams. People from under-represented groups will be supported to apply for employment, promotion, and training.

Applicants will be selected based on their abilities and merit measured against the role profile.

### 2.1 Reasonable Adjustments

Reasonable adjustments to the recruitment and selection process will be made. Adjustments will be considered based on information provided by the applicant, information known to the Service, and any medical or other advice available to the Service, including via occupational health, and in line with occupational health and / or any wellbeing policies. All disabilities and reasonable adjustments should be declared at the point of application. Disabilities include neurodiversity.

## 3. Policy Principles

We will strive to provide all applicants with a positive experience and an opportunity to form a good impression of the Service as an employer. To achieve this, we will ensure that the following standards are adhered to at all stages of the recruitment and selection process:

- The process we will follow will be transparent, fair, and robust
- Everyone will be offered equal and reasonable access to adequate information about the requirements of the job and about the selection process involved. Alternative formats are available
- Selection will be based on consistent criteria relevant to the role
- Selection methods will be reliable, objective wherever possible, guard against bias and will be applied consistently to all applicants
- Applicants will be enabled and encouraged to demonstrate their skills, knowledge and abilities

- As appropriate, applicants who are living with a disability will be afforded reasonable adjustments at all stages of the recruitment process to ensure equality of opportunity from the outset.

All information and documentation regarding applications will be processed and maintained in accordance with the Data Protection Act 1998. Recruitment, selection and promotion documentation in relation to successful candidates will be placed on the individual's electronic personal record file and retained for the duration of employment, and a period of time, according to the retention schedule. Data held on the Recruitment Portal will be anonymised after a period of 18 months.

Politically Restricted Posts: To achieve the above outcome it is important to clearly identify if a post is considered to be a politically sensitive or a politically restricted role.

## 4. Procedure

### 4.1 Vacancy Approval Process

When a role becomes vacant it will not automatically be filled.

The Recruiting Manager for the post will be asked to complete a Vacancy Commissioning Request via the online recruitment portal [Login \(engageats.co.uk\)](https://engageats.co.uk)

Role profiles will be reviewed and updated as necessary, ensuring that all agreed roles are appropriately evaluated prior to the commencement of recruitment commission.

The filling of vacancies must be based on organisational need, having considered:

- Redeployment (ill health and other, including redundancy or organisational change policies)
- Employees returning from maternity leave/shared parental leave or secondment
- Employees returning from career breaks.

### 4.2 Advertising

All roles will typically be advertised internally and externally.

Recruiting Managers will work alongside a dedicated Recruiter and support in recommendations of where an advert is placed externally to gain the widest pool of applicants. Budget limitations will inform any options.

In certain situations, e.g., the restructuring of a team, roles may be ring-fenced, advertised only internally or not advertised, as staff from the restructure (who have been displaced in the process) may be mapped into them.

Vacancies will be advertised via the online recruitment portal; alternative formats are available. As a minimum, external roles will be published on the NYFRS website and internal roles on the Intranet. Communication methods will ensure advertising is fair and transparent to gain the widest pool of applicants with an advertising strategy devised on a campaign by campaign

basis. Individuals are responsible for monitoring vacancies and can sign up for vacancy alerts via the recruitment portal to be notified of new and relevant opportunities.

All permanent roles will be advertised for a minimum of two weeks, except where a business case concludes otherwise (i.e., summer leave periods). Advertisement dates will also consider religious occasions and events. A closing date will be detailed within the advert.

### **4.3 Assessments**

The Recruiting Manager will be responsible for the assessment / interview process and will be supported by the Recruitment & Retention Team in making the required arrangements.

Shortlisting will take place prior to assessments; this will be based on the essential requirements for the role.

The Recruiting Manager will agree who will form the interview panel. Representation from the Recruitment & Retention Team or People Services is not required; however, the panel must be diverse.

A panel is needed to ensure challenge of unconscious bias and to collect as much evidence as possible concerning suitability for the role. Ideally, the panel should consist of a minimum of two individuals who have a good understanding of the role, its requirements and the recruitment process. The composition of the panel will depend on the nature of the post being filled. The panel should also be experienced in interviewing. Any personal relationships or conflicts of interest between a candidate and panel member must be disclosed to the Recruitment & Retention Team before the start of the assessment. In some events an alternative panel may be required.

Interviews can take place face to face or via online video platform such as Microsoft Teams. Applicants should ideally be provided with seven days' notice for interview. Reasonable adjustments will be applied when required.

Assessment outcomes to all applicants will be provided in a timely manner and updated within the online recruitment portal.

The Service will ensure that any assessment method will not unlawfully discriminate against any particular group of people.

## **5. Principles of Selection**

### **5.1 Selection Methods**

The process used for selection will be based on the behaviours and job requirements of the role, and the Service will use selection methods that are objective and fair. A range or combination of selection methods may be used to ensure that the most appropriate applicant is selected, and the candidate is selected on their merit against the selection criteria.

The Service will utilise competency or strengths based assessment and interviews. Typically, strengths-based assessments will be utilised for all promotion processes included within the Strengths Framework. Roles outside of the Strengths Framework, or not via a promotion

process, will utilise a competency-based assessment. Information regarding the assessment process will be provided to internal and external applicants in advance of the assessment to ensure fairness and transparency.

For Support Staff roles (Green Book roles), consideration will be given to allow individuals to enter at a lower level than the vacant position and then develop and progress into the role through a bespoke Career Progression plan.

For operational staff (Grey Book roles), consideration will be given to the transfer list before starting any selection process. Selection processes will be available to individuals who are working competently in the role below the position being advertised, providing that they have been successful in meeting the eligibility and selection criteria for the role.

If the Service is unable to make an appointment due to either the lack of suitable candidates, the withdrawal of candidates or non-acceptance by a selected candidate, then it will follow one of the following options:

- Re-advertise the post leaving all details the same
- Re-advertise the post after a further review of the role profile, person specification or contractual state of the role (permanent, fixed term or temporary).

Under the Rehabilitation of Offenders Act 1974 (ROA), a person with a criminal record is not required to disclose any spent convictions unless the position they are applying for, or are currently undertaking, is listed as an exception under the Act.

In some limited circumstances, it may be justifiable or part of our legal duty to offer a post outside of the normal recruitment processes, for example:

- A move required due to a medical condition that relates to disability or maternity
- A move required due to a duty of care, e.g., interpersonal conflict or relationship breakdowns
- A move required due to business reasons, e.g., restructure or disciplinary sanction.

## 5.2 Eligibility

Eligibility requirements will be detailed within the advert.

Substantive in role is where an individual is appointed to their current role on a permanent contractual basis. To be competent in role is where an individual has completed all the developmental requirements for their current role held at time of application.

It is necessary for an employee who acts up, is temporarily or permanently promoted to have:

- (1) demonstrated competence in their current role
- (2) demonstrated the potential to develop beyond their current role and recognised typically through the PDPR process
- (3) successfully completed the relevant assessment process for the higher role (if applicable).
- (4) No outstanding conduct or disciplinary sanctions.

## **Applicants who are absent through sickness, are on modified duties or who have not passed a fitness test**

Applicants falling under this category would be able to apply, subject to meeting the agreed eligibility criteria. Should they go on to pass the process, and prior to any offer of appointment being made, an individual case conference will be held to determine whether their required reasonable adjustments can be accommodated by the Service. This will be managed on a case-by-case basis and with the appropriate duty of care applied.

Applicants would be asked to declare any reasonable adjustments required for the process and also for undertaking the role when applying.

In relation to operational roles, on-call employees can apply for opportunities subject to meeting the eligibility requirements detailed in the individual adverts. Please see below for some example scenarios.

### **Operational wholetime Firefighter**

For a volume recruitment campaign for permanent appointments, which is launched externally and to the general public, on-call firefighters would be eligible to apply regardless of their status in their existing role (e.g., trainee, development or competent). An assessment will be made as to any additional skills and knowledge required, possibly as part of a bespoke training plan or recruits course.

If an eventually arose where eligibility is limited to internal permanent opportunities, the minimum eligibility criteria would be substantive and competent in role as a Firefighter.

For temporary wholetime Firefighter opportunities, the minimum eligibility criteria would be substantive and operationally competent in role as a Firefighter (must have completed all acquisition courses to fully carry out the role).

### **Operational Wholetime Supervisory Manager or Middle Manager roles**

To apply, you must be a substantive and competent Supervisory Manager (Crew Manager or Watch Manager) in your current role.

On-call employees are eligible to apply for permanent Supervisory roles, provided they meet the minimum criteria for the role. However, On-call applicants can only move into equivalent (lateral) roles and cannot move into Wholetime roles through promotion.

E.g.

- For Wholetime Crew Manager, on-call candidates would need to be substantive and competent in role as a Crew Manager.
- For Wholetime Watch Manager, on-call candidates would need to be substantive and competent in role as a Watch Manager.

### **Operational On-call Promotion Opportunities**

The eligibility criteria shall mirror that for application to wholetime roles e.g., to be eligible to apply for an on-call Crew Manger position, candidates would need to hold substantive competent Firefighter status.

### **Volunteer Promotion Opportunities**

The eligibility criteria shall mirror that for application to on call roles e.g., to be eligible to apply for a volunteer Crew Manger position, candidates would need to hold substantive competent Firefighter status.

Watch and Crew Managers at volunteer stations would not be eligible for promotion into Wholetime or On-Call roles without being fully competent Firefighters (completed full Diploma). Applicants can only move into equivalent (lateral) roles and cannot move into Wholetime roles through promotion.

### **5.3 Transfers**

Please refer to the Transfer Policy for further information.

### **5.4 Short-term Opportunities and Temporary Promotion**

Temporary promotions are normally undertaken for a period of between one and six months. Short-term vacancies are defined as more than four weeks but no longer than twelve weeks. Recruiting Managers will be required to identify and agree the reversion date and be able to demonstrate a fair and transparent approach to short-term appointment, this may be via a professional discussion or interview.

Consideration should also be given to using agencies to fill temporary Support staff opportunities. Please seek information from the Recruitment & Retention Team.

All temporary promotions should be reviewed on a regular basis by the line / recruiting manager in line with the short-term opportunity period. Individuals undertaking a temporary promotion role, and who are absent due to sickness for four weeks or more, would normally be required to revert to their substantive role and the opportunity reappointed to, if appropriate.

Temporary appointments can be used as a development opportunity for candidates deemed operationally competent (see section 5.2) with some technical / specialist knowledge but requiring further development. A development plan will be agreed as part of the interview / assessment outcome, with a regular review on progress in the role by the Line / Recruiting Manager.

### **5.5 Promotion (via a selection process)**

The promotion schedule will be published annually in line with the workforce plan. Roles will be advertised internally and externally. Eligibility criteria will be in line with this policy and stated within the advert.

All applications for promotion will be made via the online recruitment system and shortlisting will take place prior to any assessments. Shortlisting panels will include a minimum of two panel members one of whom will be at least one tier of management above the role being advertised.

Promotion processes will follow a strengths-based assessment based on the Cappfinity Strengths Framework\*. Applicants will be notified of the strengths aligned to the role prior to

assessment and strengths-based assessment workshops will be made available to all those applying. Typically, assessment will also include an operational assessment.

\*The Strengths Framework has been designed in partnership with Cappfinity and NYFRS. Detailed research was conducted including the National Leadership Framework, Role Profiles and online and face to face engagement with stakeholders at all levels across the organisation. All assessments are validated prior to use.

Candidates who have successfully passed all elements of a promotion process (for a substantive or temporary role) but are not offered an immediate position will be held within a holding list for a stipulated period (usually 12 months) until a vacancy at the relevant role level becomes available. If no role becomes available within the stipulated period, candidates would be required to reapply. All appointments will be made subject to a vacancy panel meeting to ensure fairness and transparency.

## **5.6 Acting Up Arrangements**

The Service uses 'acting up' as a mechanism to facilitate the provision of its core business activities, whilst allowing the Service to manage resources in a cost-effective manner and meet the demands made upon it. The Service trains people for their roles so that they can deliver services effectively and safely. 'Acting up' is considered as those instances when an employee is required to take on the duties of a higher role on a shift-by-shift basis. It makes sure that there is sufficient officer cover to deal with operational matters. Acting up is for a maximum period of 27 days (consecutive shifts). Anything beyond 27 days is a temporary promotion (see Section 5.2).

For Support Staff (Green book employees) 'acting up' will be for a designated period of time which will have a start and end date. This allows the service to continue to deliver its corporate services whilst also developing its employees.

## **5.7 Fixed Term Opportunities**

In some circumstances a role may be advertised on a fixed-term basis, e.g., 12 months. This may be because the substantive post-holder is away from the role for a fixed period (a secondment for example) or it may be that a specific piece of work needs to be carried out over a fixed period.

Fixed-term contracts may be advertised externally and / or internally. Alternatively, if there is a requirement for specific skills, knowledge or experience, the role may be filled through the use of a specialist recruitment agency (Non-Operational / Support Staff roles).

## **5.8 Station Specific / Non-Competitive Promotion Process**

If a vacancy occurs where the role is for a specific location or a skill specialism, where there is no suitable candidate within a promotion process holding list, then a restricted promotion process can be undertaken. The post will be advertised and either a professional discussion or interview must take place (including a minimum of two panel members, one of whom will be at least one tier of management above the role being advertised).

The applicant will be appointed on a temporary basis (minimum 6 months, maximum 12 months) and subject to completion of a Personal Development Plan (PDP) at the end of the agreed period, countersigned at GM level or above then confirmed as substantive for the particular role applied for (Wholetime or On-Call).

## **6 Offers of Employment**

All offers of employment are conditional and subject to pre-employment checks, including, but not limited to reference checking, proof of right to work in the UK and a DBS clearance. This may include Vetting clearance if applicable for role.

New entrants into the Service (including those on promotion) will be required to undertake criminal records and / or security checks. Candidates will be required to be fully fit and competent in role and hold a full Operational Licence, gain satisfactory references and not be under disciplinary investigation / proceedings.

Applicants must take responsibility to provide information for pre-employment clearances within a timely manner. A delay with this will result in a delayed start date.

### **6.1 Disclosure and Barring Service (DBS)**

Fire & Rescue Services (FRS) are now listed in the Rehabilitation of Offenders Act 1974 (Exceptions). This means NYFRS will now perform a minimum of standard Disclosure and Barring Services (DBS) checks for all representatives of their Service. Additional to a DBS Check, some job roles will require NPPV.

The Service can withdraw a job offer that was made subject to DBS check if the results show something that would make the applicant unsuitable for the post. No contract exists until the applicant has accepted an offer and all conditions under which the offer was made have been satisfied. An internal risk-based assessment may be deemed necessary for some roles due to delays with clearances. Contractual documentation would stipulate the offer was subject to satisfactory clearance.

Any refusal by an applicant to undertake a DBS check prior to starting their position could see their offer of employment withdrawn.

Due to the nature of the Service's undertakings, NYFRS will not employ an individual who has a conviction recorded on the Sex Offenders Register, as defined by the Sexual Offences Act (2003).

Please refer to the DBS Policy for further details.

## **7 Induction and Onboarding**

The Service would like every new member of the team to feel welcome from the moment they agree to join us, and we want each new member of the team to get a feel for our purpose, our culture, our brand, and our customers.

A great first impression will help to drive engagement and loyalty in each new member of the team. Line managers play a critical role in making new team members' future careers in our Service a success, and it begins by making sure new starters feel welcomed and are clear about Service expectations. Their experience on their first day and within their first few weeks and months will have a significant impact on how engaged and motivated they are, and how well they will succeed in their role.

## **7.1 Induction**

Induction is the process used to welcome a new member of staff into the Service and includes explaining the Service's objectives, plans and policies. Under this process, new starters are typically made aware of the Service's structure, vision, values, policies, health and safety requirements, dress code, receive a tour of the facilities, diversity awareness and benefits including details of Staff Support Networks.

## **7.2 Onboarding**

Onboarding is a longer-term process that focuses on helping the new member of staff become a part of the Service by building crucial relationships, understanding their role, and learning how they add value.

An effective Induction and Onboarding Plan will assist the new member of staff to acquire the necessary skills, knowledge and behaviours required for them to function effectively within the new team. The plan will be aligned to Grey Book Scheme of Conditions of Service – Section 3 Roles and Responsibilities for operational roles.

Induction programmes will be structured to clearly outline actions that will be taken by the line manager or the new employee, steps that should be prioritised and over what period they should be completed.

## **7.3 Managers role with Induction and Onboarding**

- Start building a relationship with your new team member as soon as they accept a job offer
- The Recruitment & Retention Team will provide contact information.
- Lead on the induction and onboarding programme for your new team member. Make sure your new team member feels welcomed and supported from the moment they accept our job offer
- Provide structure, guidance and build a clear induction plan that is role specific
- Support your new team member to build networks across the organisation and organise introductions that will help them in their new role
- Book in catch ups to check how your new team member is getting on, either face to face or via Microsoft Teams
- Agree any support or training that is required

- Agree key objectives for their role and support them with how they fit into the organisational objectives
- Review the key objectives, recognising success where these have been achieved, and providing structured support where not
- Agree for a colleague to support them in their first few weeks and brief this person on their role
- Support the new team member to complete their online induction and check their progress, providing reasonable support where necessary
- Signpost the new team member to our Staff Support Networks.

## **7.4 Probation period**

All new employees will be subject to a probation period. Where there is concern or unsatisfactory performance, consideration should be given at the earliest opportunity as to whether the probationary period should be extended or whether employment should be terminated. Advice must be sought from the People Services' team before any decision is made. Where the performance meets the required standard, then the individual will be confirmed in post by the line manager through the PDPR process.

All Grey Book staff (Wholetime, On-Call Firefighter and Firefighter Control) on point of entry to the Service will be classed as being in training. The individual must successfully complete their acquisition training before they take up the position of a firefighter in development.

If a trainee firefighter fails to complete their trainee course for any reason (e.g., injury, performance, attendance etc.) advice must be sought from People Services. Options may include, for example, re-course of a Trainee Firefighter, subject to maintaining the medical and fitness standards or termination of contract.

Probation periods will be aligned to Grey Book Scheme of Conditions of Service

## **8 Quality Assurance**

Quality assurance of the selection process will be conducted by the Recruitment & Retention Team. This will include all stages of the process from advertisement through to selection of individuals. The quality assurance process will ensure we are meeting our responsibilities for employment and equality legislation; feedback will be provided for recruiting managers to support their future development. At times, other parties (internal and external), including Learning and Development, will undertake quality assurance, including audits of the Service's recruitment activities and processes.

### **8.1 Safer Recruitment**

All job descriptions will clearly state the main duties of the post and the extent of contact / responsibility for children and young people.

All applicants will be asked to complete an online application form via the Recruitment Portal. The application form will include personal details of the applicant and information relating to education or employment history. All applicants will be asked to disclose convictions as part of their online application. A declaration is made at the point of application to confirm that the information provided on the application form is accurate and correct. Incomplete applications will not be accepted.

All applications will be shortlisted and follow an assessment process. Applications and assessment material will be reviewed by the Recruitment & Retention Team to ensure there are no discrepancies.

The interview / assessment will assess the merits of each candidate against the job description and explore their suitability to work with children/young people/Adults at Risk. The interview panel will consist of at least two panel members. All interview notes will be retained by the Recruitment & Retention Team.

At assessment, all applications should provide evidence of their right to work in the UK and their identity. This may include a passport showing the holder is a British citizen or a citizen of the UK. Evidence of identity can include a driving licence, full birth certificate and a utility bill. A copy of the documents will be kept in the personal file of successful applicants.

Once a conditional offer has been made, the Recruitment & Retention Team will obtain references to support appointment decisions. References will be sought and obtained directly from the referee.

NYFRS now performs a minimum of standard Disclosure and Barring Services (DBS) checks for all representatives of their Service, see section 6.1.

## 9 Appeals

An appeal may be made at any stage during a recruitment and selection process when the applicant believes that they have been treated unfairly or disadvantaged.

The applicant must appeal on one of the following grounds:

The Process is unfair: or

It has been applied unfairly: or

Other participants in the process have acted unfairly: or

Any believed contravention of discriminatory legislation.

The individual must clearly set out the grounds and evidence for the appeal within 5 working days of receiving notification of the outcome of the process. The applicant should notify the Head of People Services in writing.

The written appeal will be acknowledged within 5 working days of receipt of the appeal.

The Head of People Services will identify a senior manager within NYFRS who has not been involved in the selection process to hear the appeal.

The senior manager should respond to the applicant within 5 working days of receipt of the appeal by arranging to meet with the applicant. (The applicant may be accompanied at this

meeting by a staff association or union representative or a work colleague who is not a legal professional).

An appeal may be resolved in one of the following ways:

The appeal is not founded – this will include where there is insufficient supporting information to substantiate the grounds for the appeal.

An acknowledgement that alternative processes might have been more suitable, but that the outcome is not likely to have been substantially affected.

An acknowledgement that alternative processes might have been more suitable and as the selection process has not been finished the applicant will now be included in the process.

Where the recruitment and selection process has concluded the applicant must re-apply at the next process.

The selection process will be cancelled and re-run.

Any other action deemed appropriate in the circumstances.

The senior manager will notify the applicant in writing within 5 working days of the final decision. No further internal appeal will be allowed.

## Appendix 1

Depending on the internal structure, the allocation of responsibilities and activities may be as follows:

### **Heads of Departments:**

- Having oversight of their department/s and what is required to enable it/them to function
- Ensuring their manager/s correctly apply the recruitment and selection process in line with this policy
- Ensuring they support their managers within the department to manage any vacancies they have through the recruitment and selection process
- Ensuring all employees likely to be involved in recruitment are made aware of the Recruitment & Selection Policy and undertake the required training to develop the skills necessary to undertake any recruitment and selection
- Managing the Service/Departmental recruitment budget.

### **Recruiting / Line Manager should:**

- Implement the selection process and make selection decisions in line with the Service's policy
- Gain authority to recruit to a role via a Vacancy Commissioning Form
- Ensure there is an up-to-date job description for the vacancy prior to completion of the Vacancy Commission Form
- Work alongside a dedicated Recruiter to write a clear and concise advertisement
- Confirm an interview date and book the required rooms
- Agree the format for the attraction and selection of applicants
- Identify and arrange a diverse panel for assessment
- Select candidates for interview (with other panel members) via online Shortlisting
- Ensure that all interviews are conducted in a fair and equitable way
- Ensure that all candidate records and notes from the selection process are securely sent to the Recruitment & Retention Team
- Ensure that Talent & Development are notified of the outcome of the selection process in a timely manner
- Give structured feedback to candidates upon request
- Treat all information gained via the selection process as confidential and in compliance with Service and legal responsibilities (Data Protection/GDPR)
- Manage the on-boarding and induction of the new team member.

### **People Services**

**Talent & Development** is responsible for:

- Monitoring and reviewing this Policy
- Ensuring that the principles of the Policy are widely communicated across the Service
- Advising candidates via the online Applicant Tracking System of the outcome of the selection process in a timely manner

- Advising individual employees on any aspect of the recruitment and selection process if not covered in training or by special arrangement
- Advising on appropriate training for employees undertaking recruitment and selection
- Ensuring that the appropriate identification showing right to work in the UK has been obtained and copied for external candidates (saved in relevant recruitment folder)
- Processing of pre-employment clearances including DBS checks
- Equality impact assess the recruitment and selection process through the use of equal opportunities data collected at application stage
- Provide advice and guidance to line managers regarding selection activity including the drafting of advertisements and appropriate use of selection tools
- Provide quality assurance for all elements of selection
- Provide recruitment and selection training, including assessor training
- Monitor applicants at each stage of the selection process
- Ensure all information regarding the recruitment campaign is saved in the relevant recruitment folder.