

HR

EFFECTIVE AND LEGALLY COMPLIANT RECRUITMENT

Effective recruitment is central and crucial to the successful day-to-day functioning of any organisation. It depends upon finding people with the right skills, expertise and qualifications to deliver organisational objectives and to contribute positively to the values and aims of the organisation. Effective recruitment also depends upon finding people with potential for development because recruitment is not just carried out to fulfil current needs. Organisations should always be aware of and refer to future plans that have implications for organisational resourcing.

Organisations also need to be fully aware of equal opportunities legislation and understand how discrimination can occur both directly and indirectly in the recruitment process. Organisations should monitor their recruitment processes continuously to ensure their validity, and that they are non-discriminatory.

While recruiting the right people has always been a challenge, UK organisations may face more challenges following the UK's vote to leave EU. The free movement of EU migrant labour, one of the core principles of the EU, is under threat in the UK in the future, and there remains considerable uncertainty about what the UK's EU immigration policy will be.

The recruitment process involves working through a series of stages as outlined below:

DEFINING THE ROLE - which may include carrying out job analysis and preparing a job description, a person specification/job profile, and possibly creating a competency framework.

ATTRACTING APPLICATIONS - encompassing internal and external options:

Internal consisting of reviewing your internal talent pool and possibly using employee referral schemes.

External consisting of using your corporate website, recruitment agencies, head-hunters, advertisements, job boards and professional networking sites such as LinkedIn.

This has recently included social media such as Facebook to identify candidates, but employers need to exercise caution and obtain advice.

MANAGING THE APPLICATION PROCESS - recording details of applications made, whether this be in the format of curriculum vitae (CV), an application form received or from a LinkedIn profile.

THE SELECTION PROCESS - deciding on the criteria to use in selecting candidates for interview, what selection process to use (interview, presentation, skills test, psychometric test) in order to make offers, and in recording decisions made and why.

MAKING THE APPOINTMENT - making job offers and issuing contracts, checking that applicants have the right to work in the UK and taking references are all important steps that you should follow. A medical questionnaire is often used but should only be sent once the offer is made to avoid any suggestion of disability discrimination

Offers of employment should always be made in writing, but it is important to be aware that a verbal offer of employment made in an interview is as legally binding as a letter to the candidate.

Unsuccessful candidates should be notified promptly in writing and if possible given feedback. As a minimum, feedback on any psychometric test results should be offered.

INDUCTION - a well-planned induction enables new employees to become fully operational quickly and should be integrated into the overall recruitment process.

DOCUMENTATION - the recruitment process should be documented accurately and access limited to recruitment staff for confidentiality reasons.

Remember - It's good practice to record and monitor applications and decisions to ensure that equality of opportunity is being allowed, particularly if challenged. Information should be kept for sufficient time to allow for any complaints that arise to be handled.

If you require any further information or need support and guidance in any of these areas please do not hesitate to contact us.

David Tierney
HR Consultant
David.tierney@3hrsc.com



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The registered office of both 3HR Corporate Solicitors Ltd and 3HR Benefits Consultancy Ltd is New Broad Street House, 35 New Broad Street, London EC2M 1NH. Mainline Tel: 0207 194 8140 Web: www.3hrsc.com