

Recruitment Checklist

Having a well thought out, process driven recruitment plan is key to getting the best candidates for the role you are seeking to fill. Use our handy checklist to keep you on track.

Before You Advertise Your Vacancy

- Ensure all staff involved in the recruitment process have had equal opportunities training (and that they continue to receive it at regular intervals throughout their employment). Check the terms of any relevant equal opportunities or recruitment policy and factor in any requirements of the policy to the procedure followed below. Document any decisions to deviate from the policy with reasons. Take advice from HR if needed.
- Compile a job description and a person specification. The job description should cover the main purpose and objectives of the job, the place of the job holder in the organisational structure, the main tasks and responsibilities of the job holder and any associated tasks. The person specification should detail the experience, know-how and qualifications, skills, abilities and behavioural attributes necessary for the job in question. The requirements can be split between those which are "essential" for the job and those which are merely "desirable". We can help you with this if you are unsure.
- Ensure that all requirements can be objectively justified by reference to the job in question and do not indirectly discriminate against any groups of employees. In particular, consider whether any requirements for specific qualifications, working hours or times, travel, age ranges or dress are necessary for the job in question. Consider whether the job holder will be an employee or some other kind of worker, whether the job needs to be full-time or whether it is open to part-time, home working or flexible working or a job share. If full-time,

ensure there is objective justification for this requirement. The following links might help.

<https://bhayanilaw.co.uk/employment-advice-employees/workplace-discrimination/>

<https://bhayanilaw.co.uk/?s=flexible+working>

Advertising the job

- Decide where the job will be advertised. Will it be advertised internally and/or externally? It is generally considered best equal opportunities practice to advertise all vacancies externally. However it may be appropriate to advertise internally only, where a specific reason exists, such as there are existing employees at risk of redundancy.
- If advertising externally, consider which publications and mediums to use so as to reach the widest range of applicants. Consider using specialist publications, websites and agencies to target different communities, ages and sexes. Specify that the organisation is or is working towards being an equal opportunities employer.
- Consider in what format applications should be submitted. A standard application form may be used which asks candidates to explain their abilities and experience in relation to the person specification and job description. If a candidate is asked to complete an equal opportunities monitoring form, which should be separated from the application before the shortlisting stage, ensure that documentation is processed in accordance with data protection legislation and the [*Information Commissioner's Employment Practices Code*](#).

Shortlisting

- Decide on the interview process. Will there be an interview panel? Is there any prior connection between any of the candidates and panel members which might give rise to the perception of a conflict of interest? If so, consider removing the panel member or ensuring that there is at least one other panel member who does not have prior knowledge of the candidate.

- Consider whether any aptitude tests (such as written or psychometric tests), are required or desirable for the job. Ensure that their operation is not indirectly discriminatory in any way.
- The panel should agree selection criteria based on the job description and person specification. All candidates should be marked against the selection criteria and a shortlist of applicants drawn up. The shortlisted candidates should be notified of any tests they will be required to undertake as part of the interview process and asked if they will require reasonable adjustments under the Equality Act 2010 to complete the interview process and any aptitude tests.
- Ideally the shortlisting panel should agree a list of interview questions but the chair of the panel could do this if time is short. Questions should be “open”.

Interview

- Ideally, all shortlisted candidates should be asked the same questions and their answers should be scored consistently by all members of the interview panel. Notes of candidates' answers and interview panel impressions should be taken and retained. Supplementary questions can be asked to clarify or explore the candidate's answers.
- Care should be taken not to ask any questions concerning details of the candidates' personal life unless they are directly relevant to the requirements of the job. Even then, no assumptions should be made about the candidates' personal life or preferences on any discriminatory ground and open questions should be used. If a member of the interview panel asks an inappropriate question then the chair should intervene and tell the candidate that they do not need to answer it.
- Keep a paper trail throughout the process, ensuring compliance with the [Data Protection Act 2018](#), the Employment Practices Code and any relevant company policy or procedure.
- Provide feedback to candidates if requested. Feedback can be written or oral but should be objective and given in accordance with any written policy.

Prepare contractual documentation

- Consider what type of contract will be offered, for example, is it an employment contract or a zero hours contract? Is it permanent or fixed term? Did the successful candidate have any specific requirements about working hours, start date, location or anything else which might need to be reflected in the contract. Have a look at our guide to the new contract changes from April 2020. <https://bhayanirecruitment.co.uk/employment-contract-changes-from-6-april-2020/>
- Ensure that all terms of the contract are consistent and that any other contractual documentation (like an offer letter or staff handbook) is expressly incorporated into the contract.

Make offer of employment

- Make a written offer to the successful candidate. Consider whether to set a time limit for acceptance of the offer and specify that acceptance must be in writing.
- Any offer of employment should state that it is subject to contract (if that is the case), the candidate providing proof of permission to work in UK and receipt of satisfactory references. The offer should also state that it overrides any oral representations. If relevant to the job, the offer may also be subject to the candidate confirming they have no restrictions preventing them from working for the employer, a satisfactory medical examination, proof of relevant qualifications required for the job, and also potentially a *Disclosure and Barring Service (DBS)* check, alcohol or drugs testing. Some employers may wish to take further steps to verify an applicant's CV. There may also be specific industry requirements, such as in relation to financial services professionals.
- Consider whether to send the contract of employment and staff handbook with the offer letter or whether to include the basic terms of employment in the offer letter and only send

the contract once the offer has been accepted. The candidate should in any event be advised of any probationary period relevant to their job at this stage.

- Candidates should be reminded not to resign from their existing job before these conditions have been satisfied.

References

- Once the candidate has confirmed acceptance of the offer in writing, seek their permission to approach their referees.

Commencement of employment

- Obtain the employee's P45. Ask the employee to fill in any new starter forms.
- If there is a probationary period, explain how and when the employee's performance will be assessed and how their position will be confirmed if they are successful. In particular, explain whether the probationary period can be extended in any circumstances. Arrange a meeting to review the employee's performance at the end of their probationary period.

Induction process

- During the induction process, set performance objectives and organise any relevant training in conjunction with HR department.
- Provide full details of the employer's policies and procedures.