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**Recruitment and Selection
Policy**

HR POL025

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1. RECRUITMENT & SELECTION POLICY

1.1 Purpose

This policy sets out YPO's approach to the recruitment and selection process. It includes information about our online recruitment system (YPO Careers), hiring manager responsibilities, the role of the HR team, job descriptions, selection criteria, interviews (both remote and onsite) and equality, diversity and inclusion.

This should also be read in conjunction with the managers guidance on use of the YPO Careers system and Recruitment& Selection Toolkit.

1.2. Core Principles

All managers and stakeholders who are involved in the recruitment and selection process are required to:

- familiarise themselves with this policy document, the Recruitment & Selection Toolkit and Hiring Manager Guidelines for YPO Careers,
- ensure that the principles below are applied consistently and
- there is no bias or discrimination throughout the process.

By following our core principles, YPO will:

- seek to recruit the best candidate for a vacant post based on skills, knowledge and ability, measured against the job description/competencies of the role, and our Values.
- ensure that recruitment and selection is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- provide appropriate training, tools and support for those involved in recruitment and selection activities.
- treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience of YPO is positive, irrespective of the outcome.
- ensure that all documentation relating to applicants will be treated confidentially during and after the recruitment process, in accordance with the Data Protection Act 2018 (DPA) and UK General Data Protection Regulations (GDPR).

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1.3 Personal Relationships

If a member of staff involved in the recruitment process has a close personal relationship with an applicant, they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.

Where the hiring manager has any prior working relationship with an applicant this should be formally declared to the rest of the panel. It is accepted that it may not be necessary to withdraw from the process.

1.4 Equality, Diversity & Inclusion

We are committed to applying our Equality, Diversity and Inclusion policy at all stages of recruitment and selection. We will always carry out shortlisting, interviewing and selection in a fair and consistent manner, without bias.

All applicants who disclose that they consider themselves to have a disability as defined by the Equality Act 2010, and who meet the essential criteria as defined in the job description will be invited for interview.

To prevent any candidate from being disadvantaged because of a disability, as part of the interview process, they will be asked whether they require reasonable adjustments to be made.

Please contact the HR team for advice and support regarding reasonable adjustments.

As part of the online application process, all applicants are asked to complete an online Equality and Diversity Monitoring form to enable diversity monitoring. This information is retained confidentially and not visible to the hiring manager, in line with the GDPR and the DPA.

Recruitment details and interview notes (for unsuccessful candidates) will be kept for a 12-month period, within YPO Careers. Successful job applicants' documents will transfer to the employee file.

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2.0 Summary of Responsibilities

2.1 Hiring Managers

Hiring managers are responsible for their own recruitment, with support from members of the HR team. They are normally Chair of the interview panel.

Hiring managers will:

- determine whether a vacancy is a replacement post, a new post or an existing post which requires revision.
- ensure that all new/revised posts are created through either the Recruitment Authorisation process (RAF) on YPO Careers or the Organisational Change Approval (OCA) process before they are advertised and that formal authorisation to recruit has been gained.
- decide upon completion of the RAF/OCA whether the post they are recruiting for requires a CV only or whether the individual should complete the full application process within the YPO Careers system, which includes providing a supporting statement. Hiring managers must refer to the YPO Careers guidelines when considering this.
- be responsible for preparing or reviewing a job description and ensuring it is up to date and accurately reflects the role to be recruited to, and having the role evaluated through the job evaluation process where required (liaising with HR throughout this process).
- arrange the shortlisting and interview panel (hiring manager and two others) as soon as possible, their availability for interview and for undertaking shortlisting of candidates for interview. The shortlisting panel and the interview panel must be the same unless there are extenuating circumstances.
- be responsible for ensuring a fair and consistent shortlisting process.
- use YPO Careers to advertise, shortlist and arrange interviews, following the Manager Guidelines.
- confirm a list of shortlisted candidates for interview on behalf of the selection panel on YPO Careers.
- notify unsuccessful applicants via YPO Careers (this is automatically generated once the Hiring Manager has confirmed this on the system).
- contact internal applicants in person if they have been unsuccessful in their application.
- Chair the shortlisting/interview panel and all that is organised on the day of the interview. HR are not required to be present at the interview stage.

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- make and retain notes on the decision making for future reference if required **(notes must be scanned and uploaded onto YPO Careers, following the hiring manager’s guidelines)**.
- design interview questions (following guidelines in the Recruitment & Selection Toolkit) and appropriate assessments and agree recruitment timescales **(taking in to account that five working days’ notice must be given to candidates prior to interview)**.
- ensure the interview outcome process on YPO Careers is completed in a timely manner following all interviews. This is tracked on YPO Careers.
- make a conditional verbal offer of employment to the successful candidate (ensuring all guidelines are followed in relation to salary and employment checks) and inform unsuccessful candidates as soon as possible. This can be done by phone and/or using YPO Careers.
- provide feedback to unsuccessful candidates if requested.
- agree a start date, (once HR have confirmed that all pre-employment checks are complete and satisfactory -this is logged on YPO Careers), and confirm first day arrangements with the individual. Hiring Managers must not agree a start date until all pre-employment checks are completed.
- prepare a comprehensive onboarding and induction programme for the new employee(s) in conjunction with the YPO induction process, following the Manager Induction Checklist document provided by HR (also found on the People Services Teams SharePoint site).

2.2 The HR Team will:

- advise managers on good practice in recruitment and selection methods and monitoring the implementation of this policy and procedures.
- monitor the selection and appointment of individuals to ensure compliance with the Equality Act and other relevant employment legislation.
- provide HR advice on the job evaluation process, content of job descriptions and advertising of posts.
- check job advertisements placed on YPO Careers prior to them going live.
- carry out ‘Right to Work’ checks on the day of the interview, deleting/shredding any un-appointable candidate documents as soon as this is confirmed by the hiring manager.
- send out conditional offer letters for the successful candidate, carrying out pre-employment checks and once confirmed, issuing contracts of employment.
- In conjunction with the People Development team, as appropriate, provide Recruitment and Selection training material or briefings, including inclusive recruitment.

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2.3 Senior Leadership Team member

The Senior Leadership Team member of each department is responsible for evaluating the need for the post in the context of their departmental workforce planning and budget and authorising it accordingly.

3. RECRUITMENT & SELECTION PROCEDURE

3.1 Job description

Before initiating the recruitment process, the hiring manager must ensure that there is an up-to-date job description for the role.

The job description will describe the duties, responsibilities and level of seniority associated with the role and grade.

The job description must accurately reflect the essential and desirable criteria in terms of skills, experience and knowledge for the job.

Hiring managers must indicate on the job description which part of the process they are assessing essential criteria; for example, application/interview/task.

Any significant updates to current job descriptions, or new job descriptions would require posts to be considered for job evaluation before they are advertised.

Further advice and guidance on job descriptions and the evaluation process is available from the HR team and within the Recruitment & Selection Toolkit.

3.2 Prior to Advertising

If the same job, at the same grade, was interviewed in the three months preceding the current recruitment exercise (from date of interview), and there was more than one appointable candidate, then the hiring manager can offer the job to the next appointable candidate following discussion with HR.

3.3 Advertising

All vacancies will be advertised through YPO Careers by the hiring manager, who will confirm the closing date and indicative interview dates and whether the application is CV only or CV with a supporting statement. A minimum of five working days' notice will be given to candidates to prepare for the interview, unless otherwise agreed.

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The job advertisement needs to follow the standard template provided on YPO Careers and should include the job purpose, key duties and accountability, knowledge, and skills. Hiring managers must ensure they follow the guidelines, deleting any unnecessary wording. Ideally the interview date should also be included to provide candidates with adequate notice.

3.3.1 Internal Posts

All vacant posts Grade 9 and below will be advertised internally within YPO for a minimum of one week. This will provide internal employees, including agency staff, with opportunities for career development where they demonstrate the skills and experience to do the job through the recruitment process.

Grade 10 and above roles will be advertised internally and externally at the same time.

These arrangements may be varied in line with YPO’s organisational change procedures (ringfencing, post preferencing, redeployment etc.).

3.3.2 External Posts and Using Recruitment Agencies

When a vacant post Grade 9 and below cannot be filled internally, this should then be advertised externally using YPO Careers.

In certain exceptional circumstances it may be more effective to use a recruitment agency in line with established arrangements. Approval for using an agency must be sought via the RAF process, updating the document and re-circulating on YPO Careers if required.

Two attempts to recruit must be made using our usual recruitment channels first, prior to engaging an agency. Agency usage must always be a last resort and carried out via the Agency Management Service offered through the YPO Framework. Agency costs should be factored into the department budget.

The Agency Usage policy must be read and adhered to in conjunction with this arrangement.

3.3.3 Secondments

The filling of a vacant post by a secondment provides the secondee with an opportunity to broaden their experience and develop further, whilst retaining the right to return to their substantive post at the end of the secondment period.

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The acquisition of additional knowledge, skills and experience also adds to the skills base of the seconding department.

Hiring managers must read the **Secondment policy** which sets out YPO's approach to secondments, the basis on which they may be taken and how they should be managed. Secondments should normally be for no longer than 12 months.

3.3.4 Applications

All applications must be completed online using the YPO Careers portal. Direct approaches will not be accepted.

Further details are available within the YPO Careers Hiring Manager guidelines.

3.4 Shortlisting

3.4.1 Relationships

The Chair of the panel/hiring manager should check whether applicants selected for interview have indicated on their application form any relationships with any member of the panel. If a declaration is made by either applicant or panel member, this must be reviewed and the member of the panel to whom the relationship is with should be removed from the interview process and another person found.

It is recommended that shortlisting/interview panels have the following:

- three panel members (for apprenticeships), who should, where possible be from mixed backgrounds (for example, different sexes, ages etc) to help minimise unconscious bias;
- at least one person who has had recent recruitment training, who should adopt the role of the Chair of the Panel (normally the hiring manager); and
- one panel member from a different department of that being recruited to (with the exception of apprenticeships).

Shortlisting must be carried out by a minimum of two persons from the panel, one of whom should be the hiring manager, to avoid any possibility of bias. HR do not need to be on the panel.

Hiring managers should refer to the Recruitment & Selection Toolkit for further information.

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3.4.2 Assessing Candidates for Shortlisting and Scoring

All candidates (internal and external) will be assessed objectively against the selection criteria set out in the job description, and only candidates who meet the essential criteria being assessed at 'application stage' should be shortlisted (scoring 3 and above).

Shortlisting Scores

Applicants are scored on the following basis:

5 – Outstanding Evidence

Candidate demonstrates exceptional capability and exceeds requirements in multiple areas.

4 – Strong Evidence

Candidate meets all requirements and shows some strengths beyond the essentials.

3 – Acceptable Evidence

Candidate meets minimum requirements with no significant gaps but limited additional strengths.

2 – Limited Evidence

Candidate shows partial capability; some requirements not fully met.

1 – No Evidence

Candidate does not demonstrate capability in key areas.

Hiring managers must have ensured that prior to shortlisting, they have confirmed that the panel understand which essential criteria are required to shortlist candidates to the interview stage.

If an applicant scores a 1 or a 2 during the shortlisting process, then they must not be taken forward.

Notes of the shortlisting decisions for each candidate must be recorded on YPO Careers by the hiring manager in the available text box.

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3.5 Interviews

Candidates will be invited to an interview via YPO Careers and provided with details of the selection process, including any assessments. The candidates should be given a **minimum of five working days' notice before the interview.**

HGV drivers have HGV online checks carried out during the interview process alongside right to work checks.

3.5.1 Stage 1 Interviews

If there are a large number of people who meet the essential criteria at shortlisting stage, the hiring manager can complete Stage 1 interviews to further condense the list of people to go forward for interview.

- This would be a screening call (telephone or MS Teams) to identify behavioural aspects of the role/fit for YPO and further clarity on experience
- This must be communicated as part of the initial screening process and documented for the recruitment file
- There must be a minimum of two people on a Stage 1 interview panel.

Apprentices will have a guaranteed interview for the role, providing they meet essential criteria for the application process.

3.6 Interviews (Stage 1 or Stage 2)

Interviews will be arranged via the YPO Careers portal. Hiring managers have the option of either inviting a candidate to a single date and time or sending the candidate a choice of dates and times. Further details can be found in the YPO Careers hiring manager guidelines.

Rooms must be booked by the hiring manager and reception informed of the dates and times for each candidate via the visitor booking system.

The hiring manager must ensure that the room booked is accessible and suitable for the purpose and has the relevant technical resources required for the day.

The candidate should be provided with water as a courtesy however cultural sensitivities should be considered such as Ramadan.

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3.6.1 Remote Interviews

In some cases, interviews may be held remotely via telephone/online video call. Video interviews are carried out using Microsoft Teams. The hiring manager should, in advance, provide the interviewee with details of how the interview will be conducted. They should also give the interviewee the opportunity to request any reasonable adjustments or highlight any technological difficulties that they may encounter.

3.6.2 Right to Work and Qualifications Checks

'Right to Work' checks must be undertaken to ensure that a job applicant has the right to work in the UK before they are employed. These will be carried out by a member of the HR team on the day of the interview.

Candidates will be asked to bring to the interview appropriate identity and right to work documentation and certificates of relevant qualifications specified in the job description. Only relevant certificates need to be photocopied.

Documents provided by unsuccessful candidates will be destroyed by the HR team as soon as the hiring manager has confirmed the successful candidate and anyone else appointable. These documents will be uploaded on to YPO Careers and remain on file for 12 months, after which time they will be automatically deleted.

3.6.3 Questions and Interview Assessments

Interview questions and appropriate assessments to evaluate the essential and, where appropriate, desirable criteria in the job description should be designed by the hiring manager seeking advice from HR where necessary.

Hiring managers must aim to recruit the person who is most suited to each job. YPO recruit based on the applicant's abilities and individual merit as measured against the predetermined criteria for the job. Qualifications, experience and skills are assessed at the level that is relevant to the job.

Hiring managers conducting recruitment interviews will ensure that the questions that they ask candidates are not in any way discriminatory or unnecessarily intrusive. The interview will focus on the role and the skills needed to perform it effectively.

Asking health related questions should be avoided in most circumstances before making a job offer, unless reasonable adjustments are specified as required by a

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candidate for any part of the selection process. If this is the case, hiring managers must seek advice from a member of the HR team.

Where possible, interviews should include a practical assessment alongside the standard competency-based interview questions. HR can aid with the preparation of the practical assessment techniques where required.

Notes recording the salient points of the interview must be taken by all panel members on the questions and answer sheets provided, to be referred to when assessing candidates against the job description and making decisions. Following the interview these must be uploaded onto YPO Careers by the hiring manager, to be retained in line with the Data Protection Policy IG POL001.

3.6.4 Interview Scoring Guidance

Candidates are scored on the following basis:

5 – Outstanding Evidence

Candidate demonstrates exceptional capability and exceeds requirements in multiple areas.

4 – Strong Evidence

Candidate meets all requirements and shows some strengths beyond the essentials.

3 – Appointable Evidence

Candidate meets minimum requirements with no significant gaps but limited additional strengths.

2 – Limited Evidence

Candidate shows partial capability; some requirements not fully met.

1 – No Evidence

Candidate does not demonstrate capability in key areas.

Scoring during interviews differs from the shortlisting stage. To be shortlisted for interview, candidates must score **3 or above**. However, during interviews, scoring below a 3 on an individual question does **not** automatically mean the candidate should be rejected.

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Candidates may respond differently in interviews due to nerves or pressure. A weaker answer to one question should be balanced against their overall performance and suitability for the role.

Final decisions should be based on total scores across all questions, not individual scores. If the top scoring candidate has one or two lower scores but has the highest overall score, they can still be appointed. In such cases, appropriate training or support should be provided.

The appointable candidate is, therefore, **the person with the highest score on the day** (please note this is not based on an average score, this is based on a consensus of what the panel agree is the appropriate score for each question) and **the candidate with the highest overall score for all questions is the successful candidate, providing they meet the baseline score (number of questions x 3). If the top scorer has only 2s and 3s, do not appoint.**

For example, Candidate D would be the successful candidate as they scored the highest score, even though one answer was scored below a 3:

Candidates					
Question	A	B	C	D	E
1	3	3	2	2	3
2	3	4	5	5	3
3	3	3	3	5	3
4	3	4	3	3	4
5	3	3	3	3	2
Total Score	15	17	16	18	15

Consideration should also be given to cultural and team fit.

Cultural fit refers to how well a candidate's values, behaviours, and working style align with the organisational culture and the team environment they would be joining. It's not about hiring people who are the same, but about ensuring they can thrive, collaborate, and contribute positively to the existing culture.

How to Assess Cultural Fit (Fairly and Objectively)

To avoid bias and ensure fairness, cultural fit should be assessed using structured indicators, such as values-based questions: Does the candidate show

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behaviours that reflect the organisation's core values: Be kind; Do the Right Thing; Embrace Creativity; Make a Difference?

Further guidance on questions and interview techniques can be found in the Recruitment & Selection Toolkit.

Any development needs identified during the interview should be discussed early in the induction process, with clear targets set during the probationary period.

3.7 Following the Interview/Making the appointment

3.7.1 Offer and Starting Salary

On no account should any job offer be made during or at the end of an interview before the panel has had the opportunity to discuss the outcome and score the candidates.

The successful candidate should be contacted in person as soon as possible after the decision by the hiring manager to confirm that they are still interested in the role and discuss salary and next steps. No start dates should be agreed at this stage but any holidays pre-booked should be noted and honoured.

All offers must be made as conditional subject to pre-recruitment checks. Once a verbal offer has been made, this is a contractual arrangement, so it is essential that the correct process is followed, and the successful candidate is not promised anything that has yet to be confirmed.

Appointments should be made at the minimum point of the advertised grade, unless there are special/exceptional circumstances. For clarity, the YPO Incremental Pay Progression policy states:

- **Internal appointment to a post of the same grade**
Where an internal appointment is made to a post of the same grade that the employee was previously on then, provided the employee can meet the appropriate levels of skills, experience, etc. required for the job, they should receive no less than the spinal column point they would have received in their old job on the day of appointment.
- **Internal appointment to a post of a lesser grade**

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Where an internal appointment is made to a post of a lesser grade than the employee was previously on then, they will be appointed at the highest spinal column point of the new job grade.

- **External appointments**

It is YPO policy that appointments are made at the bottom of the salary scale.

Where an external appointment is made and the preferred candidate is currently on a salary higher than the lowest spinal column point of the new job, and it can be demonstrated that the only way they would accept the job is to offer at an appropriate level higher than the lowest spinal column point, they could be appointed at a level felt appropriate above the lowest spinal column point of the new job. This is not necessarily the top of the scale and should be the closest point to the difference in salary.

In such circumstances, the hiring manager will provide a brief written justification by email, forwarded to their HR Advisor or Business Partner, outlining the business rationale and detailing the additional skills and experience the candidate brings that would support awarding the higher rate of pay.

HR must then conduct a review to ensure consistency and compliance with equal pay principles before the request is submitted for approval by both the hiring manager's Director and the Head of HR & People Services.

Evidence of current earnings must be provided and cover the preceding three months and be in the form of wage slips, tax returns etc. Overtime, allowances and bonuses will not be calculated as part of annual salary. The candidate must be informed of this at offer stage by the hiring manager.

3.7.2 Conditional Offer of Employment

Following the interviews, and once any higher salary is authorised, the Chair of the panel/hiring manager must complete the Interview Outcome Form on YPO Careers confirming who has been successful.

Once this has been completed, HR can complete the conditional offer stage, at which point the successful candidate will receive their conditional offer letter and further information on pre-employment checks.

3.7.3 Unsuccessful Candidates

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The YPO Careers system offers the facility for the hiring manager to confirm unsuccessful candidates and for a polite email to be sent out to them confirming the outcome. This email is sent as soon as the hiring manager completes this part of the process and agrees to send the emails and is an acceptable way to ensure candidates are informed in a reasonable timeframe.

Candidates must be informed of any outcome within two working days of the interview and not left over the weekend if possible.

The email sent will offer candidates the opportunity to receive feedback if required and the hiring manager may wish to also contact individuals by phone as an extra measure of courtesy or to provide feedback.

Feedback may also be provided via email separately from the hiring manager should they choose this approach.

3.7.4 No Suitable Applicants or Candidates

If no-one is suitable to shortlist or appoint, the position can be re advertised, however, if it is deemed that recruitment via a recruitment agency is required this will need to be authorised by re-issuing the original online Recruitment Authorisation Form (RAF) or Organisational Change Authorisation (OCA) form and should only be requested after two failed recruitment attempts.

3.8 Pre-Employment Checks

Offers of employment will be subject to satisfactory references, medical assessment and clearance, qualifications checks, right to work checks (explained below) and any vehicle/driving checks as appropriate.

Drivers will have an online check carried out by HR Admin prior to the interview process, alongside the right to work checks.

Drivers must carry out a driving assessment as part of their induction.

For those roles that attract a car user payment, a driver licence check will be carried out by our Business Services team and receipt of the allowance will be subject to a satisfactory driver assessment.

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If the pre-employment checks are not satisfactory the offer of employment may be withdrawn, following advice from HR.

Conditional offers of employment will be sent through the automated system, along with details of the pre-employment checks.

The hiring manager will be advised through YPO Careers of the completion of the pre-employment checks. Once this has been confirmed the hiring manager must contact the candidate to confirm a start date.

Once a start date has been agreed and confirmed on YPO Careers, HR will send an automated contract of employment for acceptance of the offer to the successful candidate, via YPO Careers.

3.8.1 References

For external appointments, we require two references, one of which must be the candidate's most recent employer.

Reference requests will be sent out via YPO Careers, to the referee's email address provided.

Referees must not be contacted without the candidate's consent and the information provided should be treated as confidential.

Further references may be sought if the initial references are unsatisfactory i.e. in terms of detail, or there are any discrepancies.

3.8.2 Qualifications

Original documentary proof of qualifications is required for all essential qualifications outlined in the job description. Candidates are asked to provide these at interview.

3.8.3 'Right to Work' Checks and Share Codes

Where applicants are shortlisted to attend an interview, they will be asked to provide suitable document(s) on the day, which confirm their eligibility to remain and work in the UK. Candidates will be given information of the documentation that may be accepted.

Where documents are provided by applicants, HR must ensure the following:

- The original versions of the documents are seen

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- To the best of their knowledge, the documents are genuine, unchanged and validated with the applicant present to check likeness with the photo image
- For passports, copy any page with the expiry date and applicant's details (e.g. nationality, date of birth and photograph)
- Copies of the documents must be made and kept on the employee's personal file. Documents relating to unsuccessful candidates, who are not appointable, will be destroyed as soon as this is confirmed by the hiring manager.
- All copies must include the following statement and be signed by a representative from HR using the words:

*"I verify that this is a true copy of the original document obtained and checked on *Insert date of check* by *insert name of HR Officer*"*

Successful candidates who do not provide documents at the interview will be asked to return to the site for verification after selection

Share codes

A share code is a unique identifier that allows the candidate to prove their right to work in the UK. It is used to share their immigration status with employers securely online.

Employers use this code, along with the candidate's date of birth, to verify their work eligibility and the types of work they are allowed to do. This system is particularly helpful for non-British and non-Irish citizens. As appropriate, a member of the HR team will carry out these checks online using a share code and the Government online checking service.

Candidates can obtain a share code through the GOV.UK website.

A share code for proving their right to work in the UK is typically valid for 30 days from the date it is generated.

If the candidate's share code is invalid and all checks have been made to ensure details have been input correctly. Then then candidate will be asked to generate a new share code by logging into their account and selecting the appropriate option. If this issue persists, then the candidate must contact UK Visas and Immigration.

This process must not hold up the recruitment process as individuals will have already been asked at application stage whether they have the right to work in

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the UK and therefore they must have the relevant evidence to support this at recruitment stage.

Candidates will therefore not be able to continue with the interview process as their application will be classed as invalid.

3.8.4 Medical Clearance

Successful candidates will be asked to complete a Work Health Assessment Form which will be reviewed by the Occupational Health Unit (OHU).

Any offer of employment will be conditional on the result of this medical assessment meeting the specific requirements for the role.

Candidates will not be asked to complete a health questionnaire or undergo a medical assessment prior to making them a conditional or unconditional job offer.

4. Data protection

We process all personal data collected during the recruitment process in accordance with our Data Protection policy. Recruitment data is stored for 12 months, then automatically deleted.

We do not collect unnecessary personal data from applicants during the recruitment process. For example, we will only request bank account details and next-of-kin contact details from successful candidates.

Data collected as part of the recruitment process is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide to whom to offer the job. For further details, please refer to the YPO privacy notice on the YPO website.

Staff should report immediately any inappropriate access or disclosure of job applicant data in accordance with YPO's Data Protection policy and privacy notice.

5. Agency Recruitment

Hiring managers must follow the Agency Usage Policy HR POL013 when assessing agency requirements as there are legal implications.

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Managers should always use the approved YPO Managed Service Provider to maintain compliance with the Agency Worker Regulations.

6. Feedback and Complaints procedure

Any applicant may seek feedback as to the reason why they have not been selected for interview or appointment. Feedback should be given by the Chair of the selection panel and carried out within 10 days after the closing date/date of interview.

Any applicant who considers that the Recruitment & Selection policy has not been applied correctly, or that the recruitment process has not been conducted fairly, may make a complaint, in writing, to the Head of HR & People Services, within 10 working days after the closing date/date of interview. This will be investigated as a recruitment complaint.

7. Onboarding and Induction

Onboarding marks the final stage of the recruitment process. Once the successful candidate has accepted the offer and a start date has been agreed, the hiring or line manager is responsible for welcoming the new starter and preparing a thorough induction programme using the available online tools

The HR Team will provide an induction pack and manager's induction guidelines.

These are also available on the People Services SharePoint site under 'Corporate Induction Packs'.

8. Legal Obligations

YPO has a legal obligation to comply fully with the provisions of the following legislation:

- Equality Act 2010
- Agency Workers Regulations
- Rehabilitation of Offenders Act 1974,
- Section 15 of the Immigration, Asylum and Nationality Act 2006 (the Home Office Right to Work checks)
- UK GDPR

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Recruitment and Selection Policy V2 20.01.26

Final Audit Report

2026-01-28

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