

Recruitment and Selection policy

This is the statement of general policy and arrangements for:		THE RIGHT TO WORK
Debbie Lyall (Managing Director) Louise Macmillan (Operations Director)		has overall and final responsibility for this policy
Purpose of policy	Responsibility of:	
To ensure: <ul style="list-style-type: none"> • A professional and consistent approach to recruitment and selection • Adherence to TRTW's Equality policy and relevant employee legislation • Staff are recruited on the basis of their ability 	Debbie Lyall Louise Macmillan	
Scope		
<ul style="list-style-type: none"> • This policy applies to all applicants for TRTW jobs. 	Debbie Lyall Louise Macmillan	
Policy Statement		
<ul style="list-style-type: none"> • We want to constantly improve our performance as an organization. In order to make this a reality, we need to recruit from the widest possible pool of talent. • TRTW aims to attract and recruit people with diverse backgrounds, skills and abilities, who will enhance the quality of the service and contribute to TRTW's success. • TRTW is committed to providing opportunities for development and career progression to current employees. This means that TRTW will normally advertise vacancies both internally and externally. However, in exceptional circumstances there may be a strong business case for making appointments without advertising. 	Debbie Lyall Louise Macmillan	
In order to achieve the above objectives, TRTW will: <ul style="list-style-type: none"> • Ensure that every director regularly reviews the organization of their directorate and the job responsibilities and roles of individuals within it, this will be completed through the individual performance review process, when a vacancy arises and at regular resource planning meetings. • Ensure that managers consider the extent to which vacant posts could lend themselves to flexible working (e.g. job sharing) to attract a wider range of candidates. • Endeavour to reach traditionally under-represented groups and ensure that discrimination does not take place at either the attraction or selection stage 	Debbie Lyall Louise Macmillan	
Recruitment Process		
Equal Opportunities: <ul style="list-style-type: none"> • Throughout the whole recruitment process, TRTW will avoid discrimination. • TRTW has made a commitment to interview all candidates with a disability who meet the minimum criteria for a job vacancy and 	Debbie Lyall Louise Macmillan Maxine Grantham – Staunton	

consider them on their abilities. Reasonable adjustments to the job description, person specification, selection criteria and hours of work will be considered where reasonable and practical.

- The Operations Director will maintain records of successful and unsuccessful candidates in order to monitor TRTW progress of equal opportunity.
- Those carrying our recruitment on behalf of TRTW may be held personally liable for any discriminatory acts committed by them.
- Please refer to TRTW Equality Policy for further details.

Identification of a recruitment need:

- If an established post becomes vacant or a new position of any nature is proposed, the line manager will advise Louise Macmillan (Operations Director with HR responsibility). Approval for recruitment will be sought from Debbie Lyall (Managing Director) and if applicable, other governance controls will be observed before recruitment commences.
- When approval has been granted, consideration will be given to whether the main accountabilities of the role could be satisfactorily met on a part time or job sharing basis.

Job Description and Person Specification:

- A job description is a key document in the recruitment process and will be finalized prior to taking any further steps in the process. In the instances of a new role or material changes to an existing role, the Operations Director will draft this document.
- Within the job description, there will be a section dedicated to the person specification, which outlines the essential and desirable criteria. This detail will provide the criteria against which a candidate can be assessed throughout the recruitment process.
- In order to provide candidates with sufficient information with which to make their decision about applying for the post, the job description will be sent out via email.

Applications and Shortlisting

- TRTW will, where appropriate accept the submission of a CV as an application for a vacancy. In some instances, TRTW may ask candidates to submit further information to demonstrate their suitability for the role (e.g. how they meet the advertised criteria in a cover letter)

Advertising the vacancy

Internally

- TRTW will email the staff team.
- Where exceptional circumstances apply, the Operations Director may, in consultation with the Managing Director take a decision not to advertise the role internally. Every effort will be made to explain the reason for the decision to the relevant team.

Externally

- TRTW may use a number of options to generate interest from individuals outside the organization, including placing adverts on social media, via employment agencies, in newspapers or online job boards.
- Irrespective of the medium used, all adverts will be designed and presented effectively to ensure that the widest ranges of high calibre candidates are attracted. Adverts will be non discriminatory.

Interviews and Selection

- Once the candidate has been successfully assessed, they will be invited to attend an interview as a minimum requirement and may be required to complete assessments such as case studies, presentations or other role related exercises. There may also be a requirement for candidates to attend a second interview.
- In some instances, it may be necessary for a representative of TRTW to meet a candidate before a formal interview process. This

<p>may be conducted in order for the individual to find out more information about TRTW or for a manager to screen before formal interview. In the latter instance, TRTW representative will record the reason for or against the further progression of the candidate's progression.</p> <ul style="list-style-type: none"> The interview panel will ensure candidates are assessed consistently against the criteria and the reasons for selection or non selection are recorded. <p>Appointing New Employees</p> <ul style="list-style-type: none"> The Operations Director will make the offer of employment to the preferred candidate directly. Upon acceptance the Operations Director will liaise with candidates and confirm the appointment once the formalities have been completed (i.e. satisfactory references, confirmation of right to work in UK) These should be completed before the new employee takes up the post. The Directors will approve any exceptions in advance of formal employment. 	
Data Protection and Confidentiality	
<ul style="list-style-type: none"> TRTW will keep confidential all candidate information gathered through the recruitment campaigns and will fulfil the requirements of the relevant legislation, including the Data Protection Act 1998. For further information please refer to the Privacy (GDPR) Policy. 	Debbie Lyall Louise Macmillan Maxine Grantham
Complaints	
<ul style="list-style-type: none"> Complaints from candidates will be investigated by the Managing Director and responded to within 14 days. Any acts of discrimination and/or abuse of the recruitment process by TRTW employees may be treated as a disciplinary offence, which will be considered under the Disciplinary Policy and could result in dismissal. A candidate complaining of unlawful discrimination in recruitment will have the right to bring an Employment Tribunal claim. 	Debbie Lyall Louise Macmillan
Queries	
<ul style="list-style-type: none"> Any queries relating to this policy should be addressed to the Operations Director TRTW. 	Louise Macmillan

Signed: * (Employer)		Date:	4 th Feb 2026
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