



CREATIVITY IN THE UK

**Recruitment and Selection
Policy**

DOCUMENT CONTROL

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OC Group

Festival 2022 Ltd is a wholly owned subsidiary of the Birmingham Organising Committee for the 2022 Commonwealth Games Ltd (the "OC") and is responsible for the delivery of UNBOXED (the "Programme") References to the OC Group refer to company group of both Festival 2022 Ltd and the OC.

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1. Policy statement

Festival 2022 Limited aims to attract, recruit and retain the best local talent from Birmingham and the West Midlands.

Festival 2022 Ltd takes every possible step to ensure that its recruitment practices are professional, consistent, fair, objective, and transparent, comply with its Equal Opportunities, Diversity and inclusion Policy and relevant employment legislation and will result in the appointment of candidates based on their ability.

Festival 2022 Ltd values the diversity of Birmingham and the West Midlands communities and wants to ensure this is reflected in its workforce, so that the Company can deliver UNBOXED for everyone.

Festival 2022 Ltd is committed to providing opportunities for the development and career progression of its current employees. This means that the Company will normally advertise vacancies both internally and externally. There may however be exceptional circumstances where there may be a strong business case for making appointments without advertising the opportunity.

Festival 2022 Ltd will ensure that recruitment procedures are regularly updated in line with changes in legislation and best practice.

Festival 2022 Ltd will also ensure that the administration of the selection process is user friendly and carried out to the highest professional standards.

2. Scope

This policy applies to all internal and external applicants including those seeking secondment and internal promotion.

3. Roles and responsibilities

Management and the Recruitment Team are responsible for different elements of the recruitment process. Details are set out in guidance notes which will be made available to managers.

4. Process

The following steps indicate the range of activities that may be undertaken as part of the recruitment and selection process. Note that the order, inclusion or exclusion of each step will depend upon the business environment at the time of recruitment.

4.1 Staff Requisition

Prior to the Recruitment Team opening the vacancy, the Human Resources Team will raise the staff requisition and ensures appropriate approvals have been obtained. Staff requisitions are only raised for approved staff positions within the workforce plan. Any position that is out of the workforce plan will be discussed with the Head of Human Resources in the first instance.

Consideration will also be given to the appointment of internal and external candidates including volunteers, secondees, temporary or contractor staff, value in kind secondees, pre-programme volunteers, interns, casual or part time staff and graduate hires.

4.2 Job Description

When preparing to fill a pre-existing position, the hiring manager will undertake a review of the existing Job Description to determine if any changes are required.

When a new position is required, the hiring manager will design the new job (known as Job Design) and documents the position requirements in the Job Description.

The intention of a Job Description is to outline the purpose, scope, objectives and deliverables of a specified job and provide the incumbent/position holder an understanding of the primary accountabilities, duties and responsibilities they are expected to fulfil. It is important to use a standardised format to provide consistency for all Festival 2022 Ltd Job Descriptions.

Job Design is undertaken in consultation with the Recruitment team and is utilised to create (in part) the job advertisement. Job Descriptions for each role are stored in the recruitment section on SharePoint.

4.3 Sourcing

In attracting the best possible employees to Festival 2022 Ltd, hiring managers need to understand how they can attract the best talent. In an increasingly competitive marketplace, the “what” (we are Employer Value Proposition – EVP) is the differentiator that sets Festival 2022 Ltd apart from any other employer in Birmingham and the West Midlands.

The Recruitment Team will consider the appropriate sourcing options and market insight to create an effective sourcing strategy for recruiting diverse talent. Festival 2022 Ltd will consider a range of sources including those referred to in section 11.4 below.

From time to time a candidate will be interviewed for a particular role and will be unsuccessful. However, the candidate may have a skill set that would be appropriate for a similar vacancy within Festival 2022 Ltd. To reduce recruitment time and cost the Company reserves the right to make an offer to the candidate for that vacancy without going to the market. Any offer must be made within **three** months of the candidate being originally interviewed and the recruiting manager must obtain agreement from the recruitment team before making any offer. Offers made in these circumstances remain subject to pre-employment checks.

The Recruitment Team will be constantly reviewing and qualifying applications for Festival 2022 Ltd roles. These applications will be classified into talent banks, which may be drawn upon at any time to use in shortlisting and the Applicant Tracking System will be used to ensure compliance with Festival 2022 Ltd's data protection obligations

4.4 Attraction

All vacancies will be advertised internally utilising the Festival 2022 Ltd intranet. In addition to this, a range of complementary advertising options may be considered including the UNBOXED website, on-line job boards, staff referrals, specialist publications and social media. Festival 2022 Ltd strives to promote accessible recruitment for all through initiatives including an accessible online application system etc."

Applicants are required to declare any relationship to existing employees or panel members. Applicants also have a duty to declare any interests that they may have in respect of any aspect of Festival 2022 Ltd's business. Social media platforms such as LinkedIn are useful to attract and source external talent for current and future employment opportunities at Festival 2022 Ltd. Hiring managers are also encouraged to share the advertisement on their own personal social media sites.

When making an approach to potential applicants within industry networks, it is important to make clear that applicants are being invited to apply for an advertised position and that this Policy will be applied to those candidates.

The Recruitment Team will coordinate all advertisements, utilising a pre-approved job advert template with draft advertisements sent to the hiring manager for final review and approval.

Alternative sourcing strategies may result in the vacancy being promoted via specific organisations, e.g. universities, diversity publications, industry publications, Government websites and community groups. Where the hiring manager deems there is a suitable internal applicant a vacant position may be advertised internally only.

In the case that a vacancy is advertised externally, applicants must apply for the position online via the advertisement and will be treated fairly and consistently along with other candidates and in accordance with this Policy.

Advertisements generally run for **two – four** weeks, with the closing date included in the header of the advert. At the discretion of the hiring manager, the advertisement may be closed early or extended to suit the needs of the business.

4.5 Apprenticeship

The Festival 2022 Ltd Apprenticeship Program involves roles being allocated for a 18 month program in a position within one of Festival 2022 Ltd's departments.

The recruitment of apprenticeships must be undertaken in accordance with this Recruitment and Selection Policy and Procedure.

4.6 Talent Bank

Festival 2022 Ltd continues to establish a large database of candidates who are keen to work and be involved with UNBOXED. the Recruitment Team will identify, screen and qualify talent banks of available candidates ready for selection against available jobs. The Recruitment Team will advise the hiring manager when there is a suitable source of candidates for a vacant position. The Applicant Tracking System will be used to ensure compliance with Festival 2022 Ltd's data protection obligations

4.7 Employee referrals

Festival 2022 Ltd recognises the value of its employees as a source of candidates for vacant staff positions. If an employee knows someone whom he or she believes would be a suitable candidate for a position currently advertised by Festival 2022 Ltd, the employee should complete the following:

- Send an email to team@unboxed2022.uk stating the name of the referral and the specific position they are applying for. Employees should clearly state that they are referring a friend or family member in the email. For privacy reasons, the CV should **NOT** be attached.
- The person being referred must follow the formal application process via the UNBOXED website to apply for the position.
- Once the candidate's application has been received, the Recruitment Team will manage the recruitment process in the same way as for any other candidate for the position.
- Direct contact with the hiring manager is to be avoided by both the Festival 2022 Ltd employee and the candidate, to avoid any conflict of interest or perceived favoritism.

It is important to note that a referred candidate is not guaranteed an interview (unless they meet the conditions of the Guaranteed Interview Scheme). If the candidate is not successful, he or she will be notified by the Recruitment Team in accordance with normal recruitment procedures. Any issues regarding a candidate's suitability or otherwise for a role are between Festival 2022 Ltd and that individual only.

Privacy and data protection principles apply in this situation, any employee referring a friend or family member must have that person's consent before providing his or her name to the Recruitment Team.

Please note that only applicants that apply through the formal recruitment process will be considered. Employees cannot submit applications on behalf of another person.

4.8 Management of applicants

All applicants will receive an automated confirmation email acknowledging their application. The Recruitment Team ensures that within four weeks of close of advertising each candidate will be updated on the status of their application.

If an internal candidate is not shortlisted for a position, they will receive feedback from the Recruitment Team.

4.9 Candidate shortlisting and selection

The Recruitment Team is responsible for reviewing, screening and shortlisting candidates, in partnership with the hiring manager, based on the essential criteria listed in the Job Description. Applications will be treated confidentially and will be assessed consistently. The Recruitment Team is responsible for recording the reasons why a candidate has been or has not been shortlisted.

In addition, Festival 2022 Ltd has a commitment to support local hires and as such, candidates that live within Birmingham and the West Midlands region and meet the requirements of the position, will be highlighted first to the hiring manager.

As part of our commitment as a Disability Confident employer, we offer a guaranteed interview to anyone with a disability whose application meets the minimum criteria for the post. Following the review and screening of candidates, a shortlist of names and CVs will be provided to the hiring manager.

Short listed candidates will be informed at the earliest opportunity and advised of the process to follow.

4.10 Right to work

During the application process, candidates will be asked if they have the 'right to work' in the United Kingdom. British citizens and permanent residents are legal workers and have unlimited permission to work in the United Kingdom.

In exceptional circumstances, Festival 2022 Ltd will nominate a position and sponsor a non-EEA citizen and non-Swiss national to enter and work on a Temporary Working Visa (Tier 5) up to 2 years and if longer on a General Work Visa (Tier 2).

There are strict criteria that need to be met and not all positions will meet the necessary measures to qualify for nomination. When nominating a position, Festival 2022 Ltd must demonstrate that it is unable to meet the skill needs from the British labour market and provide proof of its attempt to recruit legal workers, meeting the criteria stipulated by the British Government.

Further information can be provided by the Team at: team@unboxed2022.uk

4.11 Interview panel

The hiring manager and the Recruitment Team will agree the interview panel. The Recruitment Team will liaise with the proposed interview panel regarding their availability for interviews and their willingness to fully participate in all aspects of the selection process.

An interview panel should consist of:

- a hiring manager;
- an additional senior team member (supervisor) or peer.

The same interview panel should be used for the first stages of the selection process other than in exceptional circumstances. Second round interviews are recommended for senior level appointments and new panel members may be introduced at this point.

4.12 Interviewing

An interview guide template has been created by the Recruitment Team and will be supplied to the hiring manager, to provide adequate time to create a specific interview guide. The interview guide includes set questions provided by the Recruitment Team and job specific questions, provided by the hiring manager. The Recruitment Team will provide the interview guide during the advertising stage.

During the application process, candidates are asked their salary expectations and availability. This information will be provided to the hiring manager prior to the interview. Candidates that meet the requirements of the position but fall outside of the salary or start date parameters of the position, will be contacted prior to interview to determine whether negotiation is possible and include or remove from the interview process.

Interview questions will not be discriminatory. Structured competency-based interview questions will be utilised, as they are one of the more valid and effective selection techniques, based on the assumption that past behaviour is the best predictor of future behaviour. Competency based question examples expand the interviewers understanding of a candidate's work history, experience, knowledge and motivation.

Interview questions need to follow a format in which each applicant is asked the same core questions. The interview panel is then able to probe further in order to clarify and explore deeper into a candidate's response.

Wherever possible, interviews should be face to face. Depending on circumstances, the interview may be a video interview like Skype or Zoom.

If it is deemed necessary, a second round of interviews will be conducted. This may be an informal or formal interview. In case of a formal interview, a new set of interview questions must be created.

4.13 Evaluation of candidates

At the conclusion of each interview, the panel should complete the scoring sheet, which will be in the interview pack. The panel must provide comments on each candidate to justify their decision and scoring.

The final scoring matrix compares the candidates' skills and experiences and scores. It must be completed immediately after the interview with all interview notes returned to the Recruitment Team for filing. The Recruitment Team will not proceed with an offer until the scoring matrix is completed and returned to Recruitment Team. The scoring matrix is provided as part of the interview pack and can be edited to align with the competencies and criteria of the position which will be amended by the Recruitment Team and provided along with the interview packs.

If no candidate is deemed suitable at this point, the next steps will be decided by the interview panel and discussed with the Recruitment Team.

4.14 Offer of employment

Once a preferred candidate has been identified by the interview panel the Recruitment Team will negotiate the salary and conditions of employment with the candidate to secure verbal acceptance.

The conditional offer of employment is approved by the Talent and Resourcing Partner in HR. HR Services will send the offer to the candidate in accordance with the terms and conditions agreed. The line manager will receive an email from HR Services, confirming that the offer has been sent.

4.15 Pre-employment checks

The offer of employment will be subject to Pre-employment checks including but are not limited to the following checks which will be carried out by the Recruitment/Human Resources Team with the agreement of the candidate:

- DBS checks (where relevant);
- at least two reference checks covering the period of 3 years from the date of the conditional offer;
and
- Right to work in the UK checks.

4.16 Unsuccessful candidates

Once the offer of employment has been formally accepted by the successful candidate, the unsuccessful interviewed applicants will be notified. They are also informed of the following:

- unsuccessful applicants are asked if they would like their details to be retained in the Recruitment Team's talent bank for possible use in case other suitable roles become available;
- unsuccessful candidates are also encouraged to follow UNBOXED on social media and apply for future positions via the UNBOXED website.

Feedback must be provided to all unsuccessful shortlisted candidates by the Recruitment Team and on occasion may be delivered directly by the hiring manager dependent on the grade of the position.

4.17 Onboarding

Once the candidate has accepted the offer of employment, the onboarding process will be initiated.

Shortly after the candidate has accepted the offer, the Human Resources Team will contact the applicant via email detailing the first day induction process.

All new employees must attend an induction on their first day with the Human Resources Team.

5. Support and guidance for applicants

- 5.1 Applicants should refer to supporting materials on the Company's website to find out more about working for Festival 2022 Ltd and UNBOXED, and for guidance on applying online.
- 5.2 Applicants who have more specific queries about a particular job may contact the recruitment team by sending an email to team@unboxed2022.uk
- 5.3 Applicants who are unsuccessful at shortlisting or interview stage may request feedback to assist them with future applications. Requests should be made to the Recruitment Team by sending an email to team@unboxed2022.uk

6. Appointment decisions and pay

- 6.1 All appointment decisions must be made by a panel consisting of a minimum of **two people**. In most cases the panel will include one employee with line management responsibility for the job. At least one panel member will be on a higher grade than the position being filled.
- 6.2 Offers of employment should be made by the hiring manager or the Human Resources Team.

7. Declaration of interests and relationships

7.1 It is the hiring manager's responsibility to ensure that if an applicant declares an interest or relationship, that the person concerned does not take any part in the recruitment process.

7.2 If the hiring manager or panel members identify that they have an interest or relationship with an applicant, they must declare this fact to the Recruitment Team immediately and either remove themselves from the recruitment process or agree with the Recruitment Team appropriate measures and

safeguards to ensure that the recruitment and selection process is fair and cannot be influenced by any personal interest or relationship.

8. Probation

8.1 All Festival 2022 Ltd employees are required to complete a probation period; the length of which is outlined in the employee's terms and conditions (normally **three months**, however, this may be less if the employee's contract is for a short period and for roles recruited closer to UNBOXED Time). More information is provided in the Probation Policy and Guidelines.

9. Appointments exempt from full selection procedures

9.1 There are some instances where a full selection procedure may not be applicable, these include:

- Redeployments – employees who are on the redeployment list are given priority for interview where they meet the criteria for the role. This includes employees who are under notice of redundancy and those who are seeking alternative employment for health reasons.
- Internal secondments – employees can apply for secondment opportunities within Festival 2022 Ltd through the Company's selection process. If the position subsequently becomes permanent the 'seconded' may be offered the position without the need for a further recruitment process.
- Temporary to permanent employment – Employees who are in a fixed term position may, in some circumstances, be made permanent without the need for a further recruitment process providing a full and open selection process has been carried out prior to the appointment and they have completed a minimum of **12 months** in post. This is on the proviso that their performance in the role is rated as sufficient with respect to their objectives and behaviours.

10. Temporary employment and agency staff

10.1 Festival 2022 Ltd prefers to make permanent appointments where possible. Circumstances sometimes, however, dictate the need to make temporary appointments. Festival 2022 Ltd aims to keep the use of temporary contracts to a minimum and maximise permanent employment opportunities. In all cases where it is established that there is a need to hire a temporary member of staff, the appointment will be subject to the approval of the Executive Director. Where temporary appointments are necessary Festival 2022 Ltd will ensure compliance with employment legislation to avoid less favorable treatment.

10.2 Agency staff are normally engaged through agencies that are under contract or have preferred supplier agreements with Festival 2022 Ltd.

11. Increasing the diversity of the workforce

11.1 Festival 2022 Ltd is committed to the inclusion of diversity and equality principles and practices across our workforce. By creating an inclusive workforce, where people are valued for their diverse cultural, knowledge, skills and abilities, we will provide a quality considered service to UNBOXED, Birmingham and the surrounding communities.

11.2 Festival 2022 Ltd is an accredited Disability Confident employer and is committed to making all reasonable adjustments to accommodate any applicants declaring a disability under the Equality Act 2010.

11.3 Festival 2022 Ltd has fully embedded the Disability Confident standards in its recruitment and retention processes. We will provide a guaranteed interview to all disabled applicants who meet the essential minimum criteria for a job vacancy and consider them on their abilities. We will carefully consider and facilitate any reasonable adjustments where necessary to enable a disabled applicant to attend an interview.

11.4 Some of the ways in which we are seeking to have a diverse workforce include: -

- Advertising all posts in the Job Centre Plus, Government jobs and other appropriate local organisations, community leaders, community groups and social media platforms like LinkedIn, Facebook, Twitter.
- Working with communities and neighborhoods to understand the barriers to employment and seeking to address them through focus group feedback.
- Actively seeking feedback from unsuccessful applicants from diverse groups with the aim of improving our processes.
- Signing up to and supporting national campaigns and working with diversity partners such as Mindful Employer, Disability Confident, Tech Charter and Good Recruitment Campaign (REC) to embed best practice.
- Supporting local organisations which are working to get key groups, ex-servicemen and women into employment or return to work like Army Forces Covenant.
- Implementing initiatives to promote Festival 2022 Ltd as an employer of choice and community leader.

11.5 Festival 2022 Ltd's Equal Opportunities, Diversity & Inclusion Policy gives more information on the Company's commitment to equality and diversity and is available on the UNBOXED website.

12. Positive Action

12.1 Positive Action is a method that can be adopted to address disproportionate representation within an organisation. It allows for a range of lawful steps to be taken to minimise disadvantages (e.g. in employment) faced by people from under-represented groups or to meet their different needs.

12.2 Taking Positive Action to increase workforce representation of the communities of Birmingham and the West Midlands is beneficial. Positive Action should enable Festival 2022 Ltd to recruit from a wider pool of talented, skilled and experienced people, helping the Company to understand the needs of its diverse communities.

12.3 Having a representative workforce will enable Festival 2022 Ltd to improve its understanding of its diverse communities and allow the Company to build greater trust and confidence and increase community engagement.

12.4 As well as increasing numbers by supporting individuals through recruitment opportunities, Positive Action aims to create an open and transparent organisation that values and retains its workforce.

12.5 The Equality Act 2010 defines 9 'Protected Characteristics' which are characteristics or traits which may not be used as a basis for decision making in the workplace and if used, might constitute unlawful discrimination. Those protected characteristics are:

- age
- disability
- gender reassignment

- marriage and civil partnership
- race
- religion and belief
- sex
- sexual orientation
- pregnancy and maternity

12.6 Positive Action can be used to support an individual who shares a protected characteristic if that individual:

- has a protected characteristic that is under represented in the workforce or
- has a particular need that is a consequence of their characteristic or
- suffers a disadvantage connected to that characteristic

12.7 Under Section 158 of the Equality Act, Positive Action is allowed before a recruitment process takes place. This can take the form of initiatives such as holding community outreach, workshops and targeted advertising in order to promote Festival 2022 Ltd as a good employer to underrepresented groups.

12.8 Section 159 of the Equality Act allows for positive action to be used during the recruitment process allowing an employer to choose a candidate with protected characteristics over a candidate who does not, providing that both candidates are of equal merit.

13. Employing young people

13.1 For workers over the minimum school leaving age, but under 18, legal restrictions on hours worked and other safeguards still apply e.g. right to paid time off for study, a requirement for a risk assessment of the impact of the young workers' relative inexperience on their health and safety in the workplace and other restrictions on working hours etc. Specific advice should be sought from HR .

14. Data protection and anti-fraud

14.1 Festival 2022 Ltd will ensure that all information obtained during the recruitment process will be held in accordance with data protection legislation. Further information is available in Festival 2022 Ltd's Confidentiality and Data Protection Policy.

14.2 Festival 2022 Ltd is under a duty to protect the public funds it administers, and to this end may use the information provided in an application form for the prevention and detection of fraud. It may also share this information with other bodies responsible for auditing or administering funds for these purposes. The Company's Anti-Corruption, Counter Fraud, Bribery, Gifts and Gratuities Policy and Privacy Notice will be made available on our website.

15. Modern slavery

15.1 The Modern Slavery Act 2015 ("MSA") consolidates anti-slavery and human trafficking offences into one piece of legislation. Modern slavery is a crime and a violation of fundamental human rights. Modern slavery can take many forms, including forced labour, slavery, servitude and human trafficking. Festival 2022 Ltd's Modern Slavery policy and Modern Slavery statement are available on our website.

- 15.2 Given the nature of Festival 2022 Ltd's business, the risk of modern slavery in our supply chain is considered low. However, we are not complacent about this risk and will take active steps to ensure that our suppliers, consultants and contractors, throughout our supply chain, are not engaging in any form of modern slavery and human trafficking.
- 15.3 We will confirm the identities of all new employees and undertake employment checks to ensure they have a right to work in the United Kingdom. We also pay all our employees above the National Living Wage.

16. Complaints

- 16.1 Applicants can make a complaint to the Corporate Operations Co-ordinator or should email team@unboxed2022.com or write to Corporate Operations Co-ordinator, Festival 2022 Limited, 6 Brindley Place, Birmingham, B1 2JB. The Corporate Operations Co-ordinator will attempt to resolve concerns, in conjunction with hiring managers, where appropriate.

Individuals who are dissatisfied with the outcome may make a formal complaint to Festival 2022 Ltd using the Complaints Policy which is available on the Company's website. Festival 2022 Ltd employees should use the Company's Grievance and Complaints Resolution Policy and Procedure when raising complaints. An unsuccessful candidate might challenge a decision by emailing team@unboxed2022.uk

17. Monitoring and review

- 17.1 This policy will be subject to review bi-annually after its date of approval. Earlier review may be required if any of the following occur:
- The adoption of the policy highlights any errors or omissions in its content;
 - Following monitoring of complaints made by individuals via the internal review process, amendments are required to the content of the policy;
 - Where relevant changes in legislation or national guidance impact upon the content of this policy.