

Recruitment Policy

Constructing Equality Ltd have formulated their recruitment policy to cover the following: -

- Advertisement
- Selection and interview
- Job offer and appointment.

...while ensuring that the policy and practice of recruitment will consider the following as well: -

- An assessment of the skills and qualifications necessary for an individual to be able to do the job, taking into account what it is possible to learn within the job if no candidates are available to meet the required profile
- Objectivity – the business is keen to ensure that they remain objective in selection and have therefore ensured that they adopt a “blind” sift process
- As an Equality and Diversity business Constructing Equality Ltd are confident that the language used throughout the process from advertisement to application pack, interview and offer is inclusive and respectful for all
- Maintaining an open-mind throughout the recruitment and selection process. Constructing Equality Ltd will use a standard and consistent point system as a baseline for decision making but not to the exclusion of taking account of the added value and potential of candidates that can be identified and gleaned from the interview and selection process. All decision making will be clearly substantiated and all candidates reaching the interview stage will be entitled to request feedback whether successful or not.

Advertising

All Constructing Equality Ltd advertising whether online or in print and whether through social media or recognised recruitment channels will use gender neutral language and use text and graphics that cannot be seen to favour, or otherwise, one race or gender over another. All adverts carry a rider that applications are welcome from all demographic groups not just particular ones.

Being a private enterprise and given the nature of the business, Constructing Equality Ltd believe it is fair for them to target adverts to publications and stakeholder groups who will maximise the scope for addressing as large a pool of people as possible who fulfil the role requirements. Although the nature of the sector that the business operates in might mean that specific gender or race groups might be more likely to respond – as an Equality and Diversity company and as a company working within an Equality and Diversity premise, the scope of the advertising reach will include avenues likely to also reach all demographic groups within the sector anyway including the minority groups.

Constructing Equality Ltd have already recognised that therefore the challenge for them might be to remain objective and ensure that positive discrimination is avoided, as much as discrimination itself, which is a critical reasoning behind their commitment to blind sifting. In addition, notes will be kept at all stages of the decision making processes to ensure transparency and objectivity throughout.

Constructing Equality Ltd will monitor carefully the spread of the advert distribution to ensure fairness, transparency and accountability and avoid scope for complaints of indirect discrimination.

Once again as an Equality and Diversity focused enterprise Constructing Equality Ltd are committed to ensuring that no grouping within the protected characteristic groupings are disadvantaged in anyway throughout the advertising stages or throughout the recruitment process as a whole.

The nature of the business that Constructing Equality Ltd operates identifies that the strength of their recruitment will be in including candidates of all ages and therefore will more than comply with age-related legislation and fair practices

Constructing Equality Ltd is a wholly committed equality and diversity business and prides itself on the ethics and philosophy it trades by to ensuring that they demonstrate in their business everything they are asking and advising others to do in respect of Equality and Diversity and therefore they believe they have some of the most robust and comprehensive equality policies available.

Selection and interview

Constructing Equality Ltd has a core of criteria on which they select staff incorporating the values, attitudes and beliefs that it represents as an organisation and therefore has statements drawn up to elicit the perspective of all candidates on these issues in a fair, inclusive and respectful way.

Specific criteria is also set for each role as required by the person specification and job description information identified for the roles ensuring that candidates are firstly aware of what they will be measured on from the outset and secondly to ensure that the criteria covers the requirements of the roles without prejudice to any one group / candidate over another.

Job descriptions and person specifications are based around the knowledge, experience and skills required for each role and make no assumptions of the kind of candidate that might be stereotypical for each role as well as ensuring that candidates can offer skills across a range of essential and desirable elements designed to look for transferable attributes and open the roles up to non-traditional candidates if there may previously have been a perception that those roles would advantage a specific demographic group.

The only residency or language skills required within an advert and within the person specification for a role will be exactly and fairly what is required for the role and that cannot be supported by other resources within the business.

Part-time, flexible or contract working is considered in respect of each role recruited for and offered wherever the requirements of the role and the resources of the business can facilitate it. Contract work in particular is a strength of the business.

Constructing Equality Ltd is committed to making the reasonable adjustments required by candidates and employees if they should so require it under the DDA regulations.

Constructing Equality Ltd is committed to both fairness and thoroughness within its recruitment and selection processes and procedures and as such operates on a panel interview basis to manage bias of any kind and sets consistent and carefully considered questions at the outset of the process that are used for all the candidates within each campaign.

Offer and appointment

When assessing candidates performance and fit from the application, sift and interview stages Constructing Equality Ltd utilises a points system to maintain objectivity as well as a process of blind-sifting at the early selection stages.

However, Constructing Equality Ltd also allow for the judgement of a person's capacity to offer more than the points system / questions solicit by capturing their value added and using the consensus of the panel interview to integrate that information in the overall selection and offer process.

All the decisions will be made transparently and annotated to verify objectivity and to substantiate decisions should candidates question decisions and in order to ensure that valuable feedback is available for interviewed candidates who request it.

The preferred candidate is offered the available position subject to the receipt of satisfactory and relevant references and CRB clearance at the appropriate level where also relevant. In addition there may be roles where as a requirement of the role the candidates are required to supply their own transport for which they are reimbursed within their role and in which case their appointment would be subject to the provision of evidence that they have a valid driving licence and the appropriate level of insurance to ensure that the business can meet its duty of care responsibilities to their staff and people potentially impacted by people in their employ.

These conditions are set out in the application pack from the outset and reiterated at the interview stage as well as contained within their offer of the role thus ensuring that these conditions and repercussions for non-compliance cannot be raised by the candidates in a discrimination suit at any point.

Although Constructing Equality Ltd is under no obligation to offer feedback to candidates, successful or otherwise on their performance, within their recruitment process Constructing Equality Ltd believe it is both good practice and fair and respectful to offer feedback to all candidates who have made it to the interview stage and are committed to fulfilling this commitment to those who request it. Feedback will be supplied in writing within two weeks of the appointment being made.

Likewise Constructing Equality Ltd has made provision for any requests under the Data Protection Act 1998 for the sight of any associated documentation and correspondence relating to the recruitment and selection process to verify their thoroughness, transparency, objectivity and decision making.

Blind Sifting Process

- Applicants applying for positions responded to an administrator
- The administrator extracts all relevant data from each application to a recruitment spreadsheet used to manage applications
- The administrator assigns each applicant a code and generates a copy of the applicants CV / Application, Letter and Supporting Statement, as appropriate, with all identifying data removed or blanked out

- The administrator labels all the printed applicant data by their assigned code and issues the collated applications to the sifting panel for their decisions.
- Each sifting panel member records their decisions on whether to interview each candidate based on how well they meet the criteria required for the role (advert, person spec and job desc)
- The sifting panel meet and collate their decisions creating a shortlist that they agree with and that best meets the criteria required for the role (advert, person spec and job desc)
- The administrator supplies the data for each shortlisted candidate that was removed for the blind sift and invites them to interview on the selected date allocating times appropriately
- The administrator supplies candidates with the joining instructions and presentation / selection exercise information, as appropriate, for the interviews
- The administrator requests confirmation of acceptance of interviews from candidates and chases none responders by phone
- If sifted candidates no longer wish to be interviewed for the position, the sifting panel select from their reserve list if appropriate and the administrator follows the points above to bring them to interview
- The blind sifted candidates should attend the interviews with the interview panel knowing little more than the content of their application and having had no prior contact with the candidates

Interview Matrices

When interviewing selected candidates for positions, an interview matrix is established that fits with the requirements of the role and generated from the person specification as well as the job description and published advert (see example below) – the same question set is applied to all candidates applying for the same role.

All members of the interview panels are trained and experienced interviewers.

All candidates are scored and ranked by each member of the panel and then the panel members compare the rankings not the scores to standardise subjective scoring. If significant differences are highlighted in the rankings the methodologies of panel members are scrutinised to establish a consensus decision.

Where definitive decisions cannot be reached a reduced number of candidates may be asked for a second interview.

Again candidates are interviewed against a standardised set of questions that is designed to elicit further responses in line with the person specification, job description and published advert or the candidates are assigned the same task for developing a relevant and appropriate presentation to enable a fair consensus decision to be reached.

Role Specific Training (Selection Requirement for Be Fair Assessors)

Once prospective Be Fair Assessors have passed the interview stage of selection there is a requirement for them to undertake assessed role specific training. Where assessment is a sub-contracted service from Constructing Equality Ltd, the assessors are largely managed through a

contract; consequently it is critical to Constructing Equality Ltd that anyone offered a contract of engagement as a contracted Assessor enters the role meeting all the requirements necessary.

Attending the role specific training requires prospective assessors to undertake the following: -

Online Training (achieving standard pass rate)

- Introduction to Equality and Diversity in the UK Construction Industry
- Foundation in Equality and Diversity in the UK Construction Industry

Training Workshop (achieving standard pass rate)

- Assessor and Assessment Training for Be Fair
- Interview Training for Assessors
- Equality and Diversity Training for Assessors
- Personal Safety for Assessors

All assessors need to complete the online training in advance of attending the training workshops.

Throughout the training workshops, potential assessors will be assessed for rapport building, understanding and application of equality and diversity in the construction industry, decision making, interview skills, questioning techniques, time management, task focus and understanding of Be Fair in the context of assessment and assessment interviews.

Any assessor that meets the required standard as assessed by the selection panel the Assessor will be informed during full feedback and issued with a contract of engagement.

NB – all assessors will be required to renew their Equality and Diversity Online Training pass grades annually and attend any upgrades of Assessor and Assessment Training for Be Fair as required in addition to any planned CPD once accepted as an Assessor

Approved Assessor Status (Be Fair Assessors)

When the signed contract is received with details of references and relevant insurance documentation CEq submit an application to CITB for them to be an approved assessor.

The cost of the Approved Assessor application is deducted from the first assignment payment made to the Assessor once approved.

Alternatively, Assessors can supply payment for their Assessor application up front. Renewal costs for assessor approvals will also be deducted from relevant assignment payments unless the Assessor arranges to supply payment upfront.

All directly employed assessors of CEq have their approved status application and renewal costs covered by CEq.

Approved status is valid for 12 months.

Shadowed Assessments (Be Fair Assessors)

Although Assessors are offered a contract, and approved status is sought, before they conduct their first assessment all new assessors must pass their first assessment which is shadowed by the Lead Assessor in order to complete the first stage of their probation.

Any assessor not passing their first shadowed assessment will be required to attend the Assessor workshops again at their own cost and pass a further shadowed assessment before passing to the next probationary stage. An assessor that does not pass the first stage of probation at the second attempt will have their contract cancelled, be removed from CEQ's books and not offered further assignments.

The second probationary stage requires them to have all the feedback reports from their first three assignments quality assured by the Be Fair Service Manager and the Lead Assessor. If successfully completed the Assessor is considered off probation and open for all appropriate assignments. If the feedback reports are not completed to the required standard, the Assessor will be required to attend further training at their own cost and complete a further three assignments to the required standard before being signed off probation. If the Assessor is not signed off probation at the second attempt at this stage, their contract will be cancelled, the assessor will be removed from CEQ's books and they will not be offered further assignments.