

## Recruitment Policy

### Purpose

- Synergy Medical recognises that our permanent staff and Temporary Workers/Candidates are fundamental to our success. Synergy Medical therefore needs to be able to attract and retain staff and candidates of the highest calibre and a strategic, professional approach to recruitment is essential to do this.
- The purpose of this policy is to provide a sound framework for the recruitment and selection of permanent staff and Temporary Workers/Candidates based upon the principles outlined below, which also meet the requirements of the Synergy Medical [Equal Opportunities Policy](#), [the Equality Act 2010](#) and all other relevant employment legislation.
- [Management guidelines on the implementation of this policy](#) are provided separately.

### Scope

This policy and procedure cover all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment including Temporary Workers/Candidates. In order for the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff/Temporary Workers/Candidates is aware of this document and follows it. Ultimately it is the responsibility of the senior management in Synergy Medical, including Heads of Departments, in conjunction with HR to ensure that this is the case.

### Core Principles

- Synergy Medical has a principle of open competition in its approach to recruitment.
- Synergy Medical will seek to recruit the best candidate for the job based on merit. The recruitment and selection process should ensure the identification of the person best suited to the job and Synergy Medical.
- Synergy Medical wishes to encourage the recruitment of staff, Temporary Workers/Candidates with disabilities and will make reasonable adjustments to all stages of the recruitment process and as required in order for a successful candidate with a disability to undertake the post.
- Synergy Medical will ensure that the recruitment and selection of staff, Temporary Workers/Candidates is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- Synergy Medical will provide appropriate training, development and support to those involved in recruitment and selection activities in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy him or herself that he/she is appropriately trained and can comply with the requirements of this policy and procedure. As a minimum requirement any member of staff who takes part in any activity under this policy and procedure must first have completed Synergy [Medical Online Equality and Diversity training](#). All Recruiting Managers and

### Synergy Recruitment Consultancy Limited

London: 222 Bishopsgate, London EC2M 4QD

T: 0203 815 9020 E: [info@synergymedicalrec.co.uk](mailto:info@synergymedicalrec.co.uk)

[www.synergymedicalrec.co.uk](http://www.synergymedicalrec.co.uk)

On-site personnel must have completed the 1-day [Recruitment and Selection course](#).

- Recruitment and selection is a key public relations exercise and should enhance the reputation of Synergy Medical. Synergy Medical will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- Synergy Medical will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.
- Synergy Medical will ensure that its recruitment and selection process is cost effective.
- If a member of staff involved in the recruitment process has a close personal or familial 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.
- All documentation relating to applicants will be treated confidentially in accordance with the [Data Protection Act \(DPA\)](#). Applicants will have the right to access any documentation held on them in accordance with the Data Protection Act (DPA).

### Recruitment & Selection Procedure

There are a number of key stages in recruiting and selecting for a post/booking/client vacancy. This procedure outlines the key stages. Further advice and guidance is available on the Human Resources website (see [Manager Guidance](#)) and also from the Human Resources team. In addition, [Learning and Development](#) offers training courses designed to equip members of staff in key aspects of the Procedure.

### Preparation Stage

- The recruitment and selection process for Synergy Medical staff should not commence until a full evaluation of the need for the role against the Company strategic plans and budget has been completed.
- The recruitment of staff, Temporary Workers/Candidates will take into account Synergy Medical need for new ideas and approaches and additionally should support Synergy Medical commitment to ensuring a diverse workforce by proactively seeking to attract groups that are under-represented in Synergy Medical's or client's profile to maximise its ability to meet diversity requirements.
- Recruitment should form an integral part of the staffing strategy for the area and should take account of the need for any 'positive action' initiatives in process. 'Positive Action' is lawful under the [Equality Act 2010](#) and refers to the steps that an employer can take to encourage applicants from people who share a protected characteristic (e.g. a certain gender or race) who under-represented in a particular area of the workforce, for example:
  - placing advertisements in the minority ethnic press, the women's press and any other publication which is targeted at groups which are under-represented;

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- including statements in advertisements that encourage individuals from under-represented groups to apply for the advertised position.
- All Synergy Medical new or changed posts must be formally [role reviewed](#) and graded before they are advertised in order to help ensure equal pay for work of equal value.
- Formal authorisation to recruit to a post should be sought before commencing the recruitment process.
- If a manager or Client Account Team believes that there may be potential difficulties in recruiting to a post they should contact their [HR Manager](#) or Client for advice and guidance on comparative market rates and options for appropriate action.

### Job Description & Person Specification

- A [job description and person specification](#) must be produced or updated for any vacant post or client vacancy/booking that is to be filled.
- The job description should accurately reflect the elements of the post, client vacancy/booking.
- The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing or receiving the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants. For further information on this please see [Manager Guidance on Recruitment](#).

### Advertising

- As a minimum all Synergy Medical positions will normally be advertised within Synergy Medical. This will help maximise equality of opportunity and provide staff with opportunities for career development, thus maintaining the skills and expertise of existing staff. In exceptional circumstances the HR Manager for the department may waive the need to advertise. This is likely to include the following circumstances:
  - positions requiring specialised expertise where the Recruiting Manager in the department can demonstrate that a comprehensive search has been conducted and the nominated individual is the most suitable person for the position;
  - where the recruiting manager can verify that the work is required for a specific purpose of no greater than twelve months duration;
- Synergy Medical Staff subject to redeployment (see [redployment policy](#)) will be given access to vacancies before they are advertised more generally within Synergy Medical or externally.
- Applicants/candidates should be provided with sufficient information to make an informed decision regarding their suitability for the role. [Further particulars](#) that provide such information should be produced using the pro-forma that can be found on the HR recruitment guidance. These will be provided to applicants via Synergy Medical website or upon enquiry to the HR Services team.

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- Applicants/candidates are asked to provide equal opportunities details when making their application to enable a robust means of monitoring the success of recruitment in relation to our diversity aims. This information is separate from the job application and applicants are free to indicate that they do not want to provide these details.
- Synergy Medical has a legal obligation to comply fully with the provisions of the [Rehabilitation of Offenders Act](#) .
- All adverts must be placed through the Marketing Department, except where alternative arrangements have been formally agreed in advance with the Marketing Department.
- All advertised vacancies/bookings will be placed on Synergy Medical's website; job boards as listed with the Marketing Department
- All [advertising](#) must be cost-effective and agreed in advance with the Marketing Department.

## Selection of Candidates

### 5.1 Shortlisting

- [Shortlisting](#) may involve a Synergy Medical or Client panel but should be carried out by a minimum of 2 people to avoid any possibility of bias, one of whom would normally be the direct line manager.
- Notes of the shortlisting decisions for each candidate/applicant should be recorded by each member of the panel on the [shortlisting decision form](#) . The Form should be returned to the HR Services department or on-line team once the shortlisted candidates for interview have been selected.
- Shortlisted candidates should be provided with details of the selection process, including any tests, in writing giving as much prior notice as possible and a minimum of 5 working days before an interview. In accordance with the [Equality Act 2010](#) , they should also be asked to advise if there are any particular arrangements or reasonable adjustments that could be made so that they can participate fully in the selection process.
- All candidates (internal and external) should be assessed objectively against the selection criteria set out in the [Person Specification](#), and only candidates who meet all the essential criteria should be short-listed. Assumptions about the qualities of internal candidates should not be made.

## Selection & Interview

- Interview should normally be carried out by a minimum of two people, one of whom should be the Recruiting Manager.
- Selection is a two-way process: candidates are assessing the role and Synergy Medical or the Client. Those involved in recruitment should consider how best to convey a positive image.
- It is recommended that a range of selection methods, that are suitable for assessing both the essential and desirable criteria in the person specification are established as this will enhance objective decision making which is difficult through interview alone.

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- Interview questions and the structure of the interview should be consistently applied to all candidate/applicants and should be based on the person specification.
- Notes recording the salient points of the interview should be taken, ideally by the interviewers, so that they can refer back to these when assessing candidates against the person specification and making decisions. Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be passed back to HR Services or the Client Account Team following the selection process.
- Synergy Medical will ensure that it complies with all current immigration rules by reviewing its recruitment processes and management guidance as and when changes occur.
- In the event that a candidate/applicant requests feedback about their performance in the selection process this should be arranged by the Recruiting Manager or Client Account Team.
- Unsuccessful interview candidates/applicants should be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process.
- Where there is an international candidate/applicant and a candidate from the UK who are equal after the selection process is complete and both meet the requirements of the role, then the candidate from the UK must take precedence, and be offered the role. This reflects the statutory employment requirements.

### Referees

- Information sought from referees should be structured around the requirements of the job and the job description should be provided. It should be noted that many organisations have a policy of not providing personal references and therefore references provided may only confirm details of current appointment.
- Sample reference request letters are available on the Synergy Medical Intranet.
- As standard two references will be taken up, one of which should be from the current or most recent employer.
- Referees should not be contacted without the candidate/applicant's consent and the information provided should be treated as confidential by Synergy Medical.
- In certain circumstances a school or personal reference is acceptable.

See section on [References](#) for further information.

### Making the Appointment

- It is recognised that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance Synergy Medical's ability to recruit the selected candidate.
- Once a selection decision has been made offers of employment are subject to satisfactory references, checks of qualifications and any other checks as appropriate, such as Asylum and Immigration checks, DBS checks (for posts that are exempted from the provisions of the Rehabilitation of Offenders Act) See separate guidance on [Recruitment Checks](#)

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## Induction

- Induction is the final stage of the recruitment process. Once the successful candidate/applicant has accepted the offer of employment and a start date has been agreed the line manager/Head of Department or Client Account Team is responsible for preparing a comprehensive induction programme for the new employee/Temporary Worker/Candidate. (See Synergy Medical [Induction Policy](#) for further details)

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