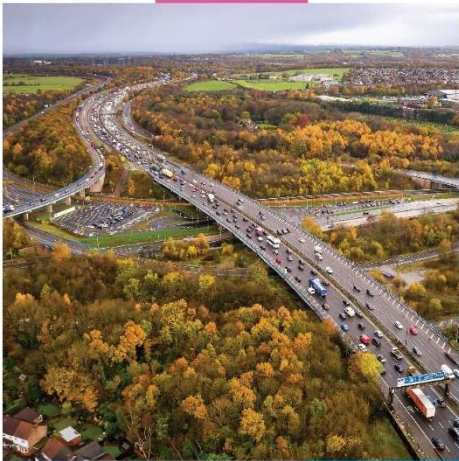


RECRUITMENT AND SELECTION POLICY



The purpose of this policy is to ensure we recruit and promote the people who can help us achieve our vision. This means that we recruit candidates not only for their technical ability but their behaviours and values so that they make a wider contribution to our vision. We will do this by assessing each candidate against the requirements of the role and Transport for the North (TfN) in a fair, consistent way. We will use trusted and innovative methods of assessment to ensure we gain a thorough understanding of each candidate and will only appoint those we know will help us achieve our vision.

1. General Principles

TfN aims to maintain a competent, flexible and quality-conscious workforce. To this end, TfN intends to select the best available person for every vacancy, regardless of sex, sexual orientation, race, religious belief, disability or age.

At the same time, TfN aims to provide all employees with the opportunity to develop long-term careers appropriate to their abilities and ambitions.

2. Policy Statement

TfN's Recruitment and Selection process will provide a fair, systematic and reliable basis for selecting the most suitable candidate for any given vacancy.

TfN wishes to give all its employees the maximum opportunity to develop their careers and achieve their work potential. In filling any vacancy, TfN will encourage applications from suitably qualified internal candidates and will advertise all vacancies internally.

All potential employees will be required to complete a selection procedure, which will assess candidates against a range of specified criteria.

TfN expects the highest standard of performance from all its employees. During the selection process every effort will be made to ensure that potential employees (including those moving to new jobs within TfN) fully understand the requirements of their employment.

3. Policy

In filling any vacancy, a systematic recruitment and selection process will be followed to ensure the most cost-effective and efficient deployment of TfN's current and potential employees.

The procedure will be initiated and controlled by the HR & Skills Representatives, with advice and support from other stakeholders.

The method of operation is as follows:

- When a vacancy arises, the HR & Skills Representative along with the relevant Line Manager will determine whether there is a vacancy by considering if there is still a requirement for the work to be carried out, or whether there are any alternatives to recruitment, such as transfer of duties or re-arrangement of workload.

- If a vacancy does exist, permission to recruit must be obtained from the Head of HR.
- In considering the vacancy, a thorough Role Profile including Person Specification will be prepared, which takes into account the requirements of the task and principal responsibilities of the position.
- Consideration should also be given as to whether the work requirement might be met through alternative forms of employment, such as job-share, part-time employees, home-workers etc.

4. Advertising

All vacancies will be advertised internally via the Intranet, and where deemed appropriate will be simultaneously advertised externally via the appropriate medium. The content of the advertisement and advertising medium must not result in unfair and unlawful discrimination. Those people responsible for the drafting and placing of adverts will have the appropriate skills to do so.

5. Statutory Officer & Director-Level Appointments

In accordance with TfN's Constitution appointments to all Statutory Officer roles (Chief Executive, Finance Director & Monitoring Officer) & TfN's Chair is a matter reserved to TfN's Board for approval. The Board has delegated via an agreed Terms of Reference the selection of all such roles to an Appointments Sub-Committee made-up of Elected Members of TfN's General Purposes Committee (GPC). The GPC then recommend the preferred candidate for appointment to the TfN Board for approval.

In addition to the above, Elected Members of TfN's Board/GPC will also be invited to form part of the Selection Panels for all other (Non-Statutory Officer) director-level roles as determined by TfN's Chief Executive.

All such recruitment will be required to be carried out in full accordance with this policy.

6. Selection

Shortlisting:

- Candidates will be invited to apply online, expressing their interest and completing a TfN application form as well as submit Curriculum Vitae (where deem appropriate application will be via Curriculum Vitae and Support Statement only);
- Longlisting of candidates will take place based on assessment of the candidate's ability and experience in relation to the prepared Role Profile and Person Specification;
- The Line Manager will carry out the shortlisting exercise. This involves reviewing each longlisted application and considering whether the evidence provided satisfies each of the essential criteria in the Role Profile. Scores relating to the evidence must then be entered into the individual shortlisting matrix. Any candidates who applied for the role within the last 6 months and were unsuccessful need not apply unless

they are able to demonstrate that they have gained any further experience/knowledge since the previous selection process;

- HR & Skills Representative will review the completed matrix and check for consistency and then arrange a shortlisting meeting to formally agree on a shortlist of candidates to invite for interview/further assessment. Candidates who fail to demonstrate that they meet the requirements for an essential criterion would not normally be considered for interview;
- When required, telephone screening may be conducted as a part of the shortlisting process/interviews;
- Candidates not shortlisted will be notified in writing;
- A decision to shortlist or not to shortlist will take no account of the candidate's age, personal circumstances such as marital status, sexual orientation or other potentially discriminatory related reasons.

Interview:

- It is normally expected that between four and six people will be shortlisted for the initial interview (more if appropriate) where possible;
- Candidates will be interviewed by the Line Manager and supported by a HR & Skills Representative and/or other appropriate representative where applicable;
- All Selection Panels at TfN will consist of a mixed-gender (Male/Female) panels. All panel members will also be expected to have completed TfN's Unconscious Bias Recruitment E-learning Module to qualify to be able to sit on any TfN Selection Panel;
- Following shortlisting, successful candidates will be invited to attend an interview the format of which could take a number of formats (example: presentation and competency-based interview, written exercise and competency-based interview, etc.);
- Interviews and/or assessments must be scored by each assessor fairly and consistently. Scores must be recorded on an interview scoring sheet. Each assessor must comment on the candidate's performance in relation to the criteria being assessed. Again, these comments may be viewed by the candidates themselves so must be factual, unbiased and professional;
- The interview process will be two way. Interviewing managers are expected to brief candidates about TfN, its operations and the area in which the applicant would be working. This information must be standard and given to all applicants without exception. Time should be spent during the interview outlining the expectations of the candidate in relation to the role, along with other terms and conditions of employment;
- When candidates have been interviewed and rejected, they will be informed of the outcome of their application in writing and advised of development needs where applicable;

- Upon conclusion of the interview stage, the successful candidate(s) will receive a formal offer of employment. The offer made will be subject to satisfactory references and medical clearance.

7. Appointment

Once the preferred candidate has been chosen, the HR & Skills Representative will support through the relevant steps to make the appointment.

Before a formal offer of employment can be made, TfN have a responsibility to check that applicants have the right to work in the UK, and to see and take copies of relevant documentation. In certain roles DBS clearance is also required. Employment must not begin until all pre-employment checks have been returned satisfactorily.

Medical Clearance

All successful candidates will be asked to fill out a pre-employment medical questionnaire. This questionnaire will only investigate a candidate's ability to carry out a 'fundamental element' of the role and the primary purpose is to identify special requirements for the workplace. This process will be managed by the HR & Skills Representative and should any concerns arise from the pre-employment questionnaire, support will be on hand.

References

In addition, two references will be taken (preferably current/last employer). Where a candidate has limited or no previous employment, references can be taken from education authorities etc. Normally, however, references will be requested covering the last 2 years.

All references will be requested by a HR & Skills Representative.

All candidates prior to or on commencing employment, will be given a Terms and Conditions of Employment and a Company induction.

Candidates who are promoted will be made aware of the conditions attached to the promotion such as salary, benefits, probationary period and accountability within the role.

8. Recommend a Friend Scheme

TfN recognises the value of its employees as a source of candidates for vacant permanent positions. Recommend a Friend is an incentive scheme available for all permanent and fixed term employees, who wish to refer a friend.

Eligibility:

- A referrer must be an employee of TfN;
- Application must be made via TfN's career website <http://transportfornorth.com/vacancies/> and 'Referred by a Friend' has to be selected in the 'How did you hear about this vacancy' section of the application, stating the name of the TfN employee in the comment box;

- The referred employee cannot be represented by any Recruitment Agency.

Incentive Details

TfN employees, who successfully recommended their friend, will receive £100 in Lifestyle Vouchers. £50 will be granted immediately after the candidate starts and the further £50 after successful completion of probationary period.

Exclusions:

Recommend a Friend will not apply for:

- Recommending existing employees;
- Employees referring themselves;
- Employees who will be the candidate's Line Manager;
- Employees directly involved in the selection process;
- Referring a contractor; and
- Applicants who has applied for any TfN role 6 months prior to their most current application.



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