RECRUITMENT AND SELECTION POLICY AND PROCEDURE

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Recruitment and Selection Policy and Procedure

1. INTRODUCTION

Orchard Hill College and Academy Trust (OHC&AT) is committed to providing outstanding educational opportunities for all pupils and students. Recruiting high-quality staff is fundamental to achieving this aim.

This policy sets out the principles and procedures for recruiting and selecting staff across OHC&AT. It ensures recruitment is carried out fairly, consistently and transparently, while supporting the Trust's commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults.

This policy will be reviewed annually. This policy must be read alongside the OHC&AT Safer Recruitment, Compliance Checks & Single Central Record (SCR) Policy and Procedures.

OHC&AT is proactive in promoting equality, diversity and inclusion, ensuring that difference is recognised and celebrated within a culture of fairness and respect. All applicants will be treated with dignity and respect, and recruitment decisions will be based solely on merit.

All recruitment processes must comply with relevant employment legislation and Trust policies relating to equality, safeguarding and safer recruitment. Pre-employment safeguarding and compliance checks are detailed separately in the OHC&AT Safer Recruitment, Compliance Checks and Single Central Record (SCR) Policy and Procedure.

All references to Orchard Hill College and Academy Trust (OHC&AT) include both Orchard Hill College (OHC) and Orchard Hill College Academy Trust (OHCAT) as employers unless otherwise specified.

2. AIMS

The aims of this policy are to:

- Ensure that the best possible staff are recruited based on merit, ability and suitability
- Ensure that all applicants are considered fairly and consistently
- Ensure that no applicant is treated unfairly on the basis of protected characteristics
- Ensure compliance with relevant legislation, statutory guidance and best practice
- Support the Trust's commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults

OHC&AT is committed to implementing robust recruitment procedures that deter, reject or identify individuals who may pose a risk to children, young people or vulnerable adults or who are otherwise unsuitable to work with them.

3. POLICY STATEMENT

OHC&AT will always seek to recruit the most suitable candidate for each role. Vacancies will normally be advertised internally and externally to ensure equality of opportunity and to attract a strong and diverse candidate pool. In exceptional circumstances, where there is a clear and evidenced business need, the Chief Executive Officer (CEO) may approve a waiver to advertise. A CEO-approved waiver must include documented business need, recruitment risk assessment, and HR review.

To ensure effective recruitment and selection processes, OHC&AT will:

- Provide appropriate safer recruitment and selection training
- Ensure those involved in recruitment are suitably trained and supported
- Apply consistent and objective selection criteria
- Maintain clear and auditable recruitment records

Recruitment and selection is a key public-facing activity and should enhance the reputation of OHC&AT. All candidates will be treated professionally, respectfully and courteously throughout the process.

Employees must declare any personal or professional relationships or interests that may give rise to a conflict of interest in the recruitment process.

OHC&AT welcomes applications from individuals with disabilities and will make reasonable adjustments where required to support candidates throughout the recruitment process.

All documentation relating to candidates will be treated confidentially and handled in accordance with data protection legislation and the Trust's Staff Privacy Notice. Failure to provide required information may prevent the Trust from meeting its safeguarding and legal obligations.

Recruitment forms part of effective succession planning and business continuity. Senior leaders and managers are expected to work proactively with HR Business Partners to plan workforce needs, including anticipated vacancies and organisational changes.

For senior leadership roles, including Executive Senior Leadership Team (ESLT) positions, the Chief Executive Officer and Board of Trustees will be involved in determining recruitment strategy and oversight in line with governance requirements.

4. SCOPE

This policy applies to all recruitment across OHC&AT, including:

- Permanent employees
- Fixed-term employees
- Casual workers
- Internal applicants
- Leadership roles

Separate procedures apply for agency staff, contractors, volunteers and governors, as outlined in the Safer Recruitment, Compliance Checks and Single Central Record (SCR) Policy and Procedure.

5. RECRUITMENT PRINCIPLES

OHC&AT is committed to:

- Recruiting the best candidate based on merit, ability and suitability
- Ensuring fairness, consistency and transparency
- Promoting equality, diversity and inclusion
- Ensuring recruitment practices are free from bias
- Providing a positive candidate experience
- Ensuring appropriate training in safer recruitment

All staff involved in recruitment must comply with this policy.

6. SAFEGUARDING CULTURE AND RESPONSIBILITIES

Safer recruitment is not solely a procedural requirement but forms part of the Trust's wider safeguarding culture. All leaders and staff involved in recruitment must ensure that safeguarding considerations are embedded throughout the recruitment process. Any safeguarding concern identified at any stage of the recruitment process must be immediately escalated to HR, formally recorded and resolved prior to appointment.

Operational pressures, including staffing shortages, must never override safeguarding requirements.

The Trust expects all recruitment decisions to reflect a commitment to safeguarding and the welfare of pupils, students and vulnerable adults.

7. RECRUITMENT PROCESS OVERVIEW

The Trust follows a structured recruitment process to ensure transparency, fairness and safeguarding compliance. The key stages are:

a) Identifying the need to recruit
b) Workforce planning and role design
c) Preparing job description and person specification
d) Advertising the role
e) Application and shortlisting
f) Pre-interview suitability checks

g) Interview and selection
h) Conditional offer of employment
i) Completion of pre-employment clearance checks
j) Recording required checks on the Single Central Record (SCR)

All pre-employment compliance and vetting checks are governed by the Safer Recruitment, Compliance Checks and SCR Policy.

8. PRE-INTERVIEW RECRUITMENT PROCESS

The following sections must be read in conjunction with the relevant Recruitment Process Checklist (Appendices 1a, 1b or 1c), which provide detailed operational guidance for each stage of the recruitment process.

These checklists are designed to support consistency, ensure compliance with safeguarding requirements, and provide an auditable record of recruitment activity.

8.1. Workforce planning

Recruitment should form part of effective workforce and succession planning. Managers must work with HR to review staffing requirements, consider organisational structure, plan ahead for vacancies and ensure roles are appropriately designed and budgeted.

Managers must also liaise with Finance to confirm budget approval and post establishment.

8.2. Job Description and Person Specification

Before recruitment begins, managers must prepare or review a job description and person specification.

These must:

- Clearly define duties and responsibilities
- Include safeguarding responsibilities
- Specify required qualifications, skills and experience
- Indicate the appropriate DBS level
- Reflect the competencies and behaviours required for the role

For new roles, HR must undertake job evaluation and confirm the appropriate salary grading.

8.3. Advertising vacancies

Vacancies will normally be advertised internally and externally to ensure equality of opportunity and attract the strongest candidate pool.

Advertisements must:

- Clearly outline the role and responsibilities

- Include a clear safeguarding statement confirming the Trust's commitment to safeguarding and promoting the welfare of children and vulnerable adults, and that all staff and volunteers are expected to share this commitment.
- Confirm that appointments are subject to pre-employment checks including an enhanced/ basic DBS check.

In exceptional circumstances, the CEO may approve a waiver to advertise. Any such waiver must be supported by a clearly documented business justification, a recruitment risk assessment, and a review by the HR Team. Formal approval must be obtained from the CEO before proceeding.

8.4. Application process

All applicants must complete the Trust's application form. Curriculum vitae (CVs) may be submitted alongside the application form but will not be accepted as a replacement.

Applications must include:

- Full employment history
- Full education history
- Explanations for any gaps in employment or education
- Details of relevant qualifications and experience
- Information relevant to their suitability for the role

OHC&AT requires a complete and accurate application form, as this ensures consistency in the information received and supports safer recruitment practices. CVs alone will not be accepted, as they may omit relevant information.

Where gaps in employment or academic history are identified, applicants will be required to provide a satisfactory explanation. These will be explored further during the selection process, including at interview where appropriate.

Any concerns identified will be discussed with the candidate and considered as part of the recruitment process.

Where a role involves engaging in regulated activity with children, OHC&AT will make it clear within the application documentation that it is a criminal offence for individuals barred from working with children to apply for such roles.

8.5. Internal candidates

When applying for a post outside their school/centre/department, internal candidates must inform their line manager or Principal. Staff will not be penalised or prevented from applying elsewhere if they are not successful.

If successful, the current line manager/Principal should discuss the proposed start date with the new line manager/Principal, taking into consideration the employee's notice period as detailed in their contract of employment.

In these instances, pre-employment checks will be carried out, which will include an up to date health assessment, a DBS check and one reference from their current

employer. All checks will be undertaken in line with the Safer Recruitment, Compliance Checks and Single Central Record (SCR) Policy & Procedures, including DBS where required.

8.6. Shortlisting

OHC&AT will undertake a formal shortlisting exercise by reviewing all application forms received to determine which applicants will be invited for interview.

Shortlisting and selection interviews must be completed by at least two individuals to ensure fairness, consistency and to minimise the risk of bias. Wherever possible, the same panel members should be involved in both the shortlisting and interview stages.

Prior to shortlisting, the panel must agree the selection criteria and the evidence required to demonstrate suitability. These criteria must be:

- Objective
- Relevant to the role
- Measurable
- Clearly aligned to the job description and person specification

Shortlisting must be carried out using a systematic and consistent approach. All applications must be assessed equally against the agreed criteria without exception or variation.

During the shortlisting process, the panel must:

- Review the application in full to ensure all sections are completed
- Identify relevant qualifications, skills and experience
- Scrutinise employment history, including any gaps
- Consider explanations provided for any gaps or inconsistencies
- Identify any potential safeguarding concerns

Any discrepancies, anomalies or areas of concern must be explored further and, where necessary, discussed with OHC&AT HR prior to progressing candidates.

Safeguarding concerns identified at this stage must be clearly recorded and carried forward to interview for further exploration.

Panel members must use the OHC&AT shortlisting scoring system to evaluate each candidate. Scores must be recorded clearly and consistently for all applicants. The same scoring framework will be used at the interview stage to support fair and evidence-based decision-making.

Based on the agreed scoring and panel discussion, the panel will determine which candidates are shortlisted to progress to the next stage of the recruitment process.
All shortlisting decisions must be fully documented to ensure transparency and auditability. The scoring matrix is contained in Appendix 2and must be used for all shortlisting and interviews. This form must be completed, signed, dated, and retained in line with OHC&AT's record retention requirements.

8.7. Pre-interview references

In line with safer recruitment requirements and as set out in Keeping Children Safe in Education, it is OHC&AT's standard practice to seek references for shortlisted candidates prior to interview; wherever this is not possible, they must be completed before any offer of employment is made.

Obtaining references at this stage enables any concerns to be identified and, where appropriate:

- Clarified directly with the referee
- Explored further with the candidate during the interview process

OHC&AT will make every reasonable effort to obtain references in advance of interview. Where this is not possible, references must be obtained and scrutinised prior to any offer of employment being confirmed.

- Academies roles: this check is conducted by School Office Managers/ School Admin Team.
- College and Central Teams roles: this check is conducted by HR team.

All references will be reviewed carefully to ensure they:

- Provide sufficient information to confirm the candidate's suitability for the role
- Include comments on the candidate's suitability to work with children and/or vulnerable adults where applicable
- Are consistent with the information provided in the application form

Any discrepancies, vague statements, or concerns arising from references must be followed up appropriately and may be discussed with the candidate as part of the selection process.

8.8. Online searches of shortlisted candidates

As part of OHC&AT's commitment to safeguarding and safer recruitment, online searches will be carried out on shortlisted candidates in accordance with Keeping Children Safe in Education.

These searches are undertaken to identify any publicly available information that may be relevant to a candidate's suitability to work with children, young people or vulnerable adults. All offers of employment will be conditional upon OHC&AT being satisfied that the successful applicant is suitable to work at OHC&AT in light of any information generated from online searches. Further details are set up in the Safer Recruitment, Compliance Checks & Single Central Record (SCR) Policy and Procedures (Section 6.8).

8.9. Interview administration

Recruiting managers and administrative and HR staff are responsible for ensuring all interview documentation is accurately prepared and available in advance of the interview process.

Support for this activity is as follows:

- **Academies roles:** Supported by School Office Managers and School Admin Team
- **College roles:** Supported jointly by Trust HR and College Admin Team
- **Central Teams roles**: Supported by Trust HR team

The Interview Pack must include:

- Advertisement, job description and person specification
- Interview schedule and candidate timetable
- Interview questions & any assessment materials (e.g. administrative tests, tasks or presentations, where applicable)
- Candidate application forms
- Self-declaration forms (Appendices 3a & 3b)
- References received prior to interview
- Online Right to Work Check (where applicable)
- Pre-Interview Suitability Check Summary (Appendix 4a)
- Panel Interview Safeguarding & Recruitment Form (Appendix 4b)
- Online Search Record (Appendix 6) – *completed only where concerns about candidate's suitability for the post are identified*
- Overall interview scoring grid (Appendix 5)

All documentation must be prepared in line with OHC&AT's safer recruitment practices and should support a structured, consistent and fair interview process.

Interview panels must:

- Record outcomes, scores and decisions clearly and contemporaneously
- Ensure all interview documentation is fully completed
- Sign and date all relevant paperwork

Completed documentation must be retained in accordance with the Trust's record retention requirements and may be subject to audit.

9. PRE-INTERVIEW SUITABILITY CHECKS

Where possible, the following checks should be completed prior to interview to support a robust and informed selection process:

- Verification of the candidate's identity
- Confirmation of the right to work in the UK
- Verification of qualifications relevant to the role
- Review of education and employment history
- Receipt of references from previous employers (in line with Section 8.7)
- Completion of a self-declaration in relation to criminal history and safeguarding matters
- Online searches for shortlisted applicants wherever possible

These checks form part of OHC&AT's safer recruitment processes and support the identification of any discrepancies, concerns or risks at an early stage.

Information obtained through these checks should be reviewed alongside the application form and used to:

- Identify any inconsistencies or gaps requiring further clarification
- Inform lines of questioning at interview
- Support an evidence-based and safeguarding-focused selection process

Where checks cannot be completed prior to interview, they must be undertaken at the earliest opportunity and, in all cases, prior to any offer of employment being confirmed.

All information must be handled sensitively and in accordance with data protection legislation.

Any concerns identified through pre-interview checks must be resolved satisfactorily before a candidate progresses or an offer is made.

10. SELECTION AND INTERVIEW

Interviews must be conducted by a panel of at least two individuals to ensure fairness, consistency and to minimise bias. At least one member of the panel must have successfully completed safer recruitment training in line with Keeping Children Safe in Education.

Wherever possible, the same panel members involved in shortlisting should also participate in the interview process to ensure continuity and consistency in decision-making.

All interview panels must include the designated line manager for the role, who has appropriate knowledge, experience and understanding of the post.

10.1. Structure of the interview process

The interview process must be structured, objective and consistently applied to all candidates. It will typically be led by the Chair of the panel, who is responsible for ensuring the process is conducted fairly and in line with this policy.

The selection process may include:

- Structured interview questions
- Practical assessments or job-related tasks
- Presentations
- Written or administrative tests
- Interaction with pupils or students, where appropriate

Panel members may agree appropriate follow-up or probing questions to explore candidates' responses in more detail. However, questioning must remain consistent and relevant to the role to ensure fairness and avoid bias.

10.2. Assessment criteria

Candidates must be assessed against the agreed person specification and selection criteria.

Interview questions and assessment activities must evaluate:

- Professional experience, knowledge and capability
- Skills and competencies relevant to the role
- Values, behaviours and cultural fit
- Commitment to safeguarding and promoting welfare
- Awareness of equality, diversity and inclusion
- Understanding of key safeguarding responsibilities, including the Prevent duty

Particular attention must be given to assessing a candidate's attitude towards safeguarding, as this is a critical component of safer recruitment.

Panels must demonstrate professional curiosity, particularly in relation to safeguarding, gaps in employment and candidate responses.

10.3. Safeguarding considerations

The interview process must include:

- Exploration of any gaps in employment history, with satisfactory explanations obtained and recorded
- Discussion of any concerns identified during shortlisting, references or pre-interview checks
- Review and discussion of the candidate's self-declaration relating to criminal history or safeguarding matters

Where concerns arise, these must be explored fully and may be followed up through references or further checks as appropriate.

10.4. Verification of documentation

Candidates must be required to bring original documentation to the interview to verify their identity and eligibility to work.

This includes:

- Proof of identity (e.g. passport, driving licence, birth certificate)
- Proof of address (e.g. utility bill or official correspondence)
- Evidence of right to work in the UK
- Original certificates for relevant educational and professional qualifications

These documents must be checked in line with DBS and right to work requirements.

10.5. Recording and scoring

A written record of the interview must be maintained, including:

- Questions asked
- Candidate responses
- Panel observations and assessments

Panel members must score candidates against the agreed scoring framework. Scoring should be completed individually and then discussed collectively to reach a final agreed outcome.

The interview scoring system must be applied consistently across all candidates and must align with the shortlisting criteria.

All interview documentation, including Pre-interview Suitability Check Summary (Appendix 4a), Panel Interview Safeguarding & Recruitment Form (Appendix 4b), Overall Interview Scoring Grid (Appendix 5), must be:

- Completed in full
- Signed and dated by panel members
- Retained in accordance with Trust record retention requirements

10.6. Panel composition for senior roles

For senior leadership appointments, additional governance representation is required:

- *Academy Principal appointments*: the panel will include an OHCAT Trustee and a member of the Local Governing Body, typically the Chair
- *OHC&AT ESLT roles* (including Chief Executive Officer, Deputy CEO, Chief Finance Officer, Chief Operating Officer, Executive Principal of Orchard Hill College, Executive Director of Development, Executive Director of Quality & Standards): the panel will normally include two or more members of the OHC and OHCAT Boards of Trustees.

For Designated Safeguarding Lead roles, the panel must include a member of the central Safeguarding team (Director of Safeguarding & Wellbeing or OHCAT Safeguarding Lead).

A member of the HR team will attend to provide professional advice and ensure compliance with recruitment and safeguarding requirements.

10.7. Decision-making

Following completion of the selection process, the panel must evaluate all evidence, including:

• Application form
• Assessment outcomes
• Interview performance
• References and pre-interview checks

Appointment decisions must be based on the candidate's suitability, experience, skills and alignment with OHC&AT's values.

Decisions must not be influenced by operational pressures, urgency to fill the role, or candidate availability.

The Chair of the panel is responsible for confirming the final decision, based on the collective agreement of the panel.

All decisions must be clearly documented and capable of withstanding scrutiny.

11. DECISION AND OFFER OF EMPLOYMENT

Following completion of the selection process, the panel will identify the preferred candidate based on an evaluation of all available evidence.

The decision to appoint must be based on the candidate's:

- Experience, skills and qualifications
- Performance across all stages of the selection process
- Alignment with the Trust's values and behaviours
- Demonstrated commitment to safeguarding and promoting welfare

Appointment decisions must not be influenced by operational pressures, urgency to fill the role, or candidate availability.

11.1. Conditional offer of employment

A verbal offer of employment may be made to the successful candidate, subject to formal approval processes. This must be followed by a written conditional offer issued by HR.

All offers of employment are strictly conditional upon the satisfactory completion of pre-employment checks, as outlined in the OHC&AT Safer Recruitment, Compliance Checks and Single Central Record (SCR) Policy and Procedure.

No offer should be confirmed without HR involvement and oversight.

11.2. Pre-employment checks

All offers of employment are conditional upon the satisfactory completion of pre-employment checks.

OHC&AT operates a robust safer recruitment and compliance framework. All safeguarding and pre-employment checks are governed exclusively by the Safer Recruitment, Compliance Checks and Single Central Record (SCR) Policy and Procedure.

Pre-employment checks will typically include verification of identity, right to work in the UK, DBS and barred list checks (where applicable), references, employment history, qualifications, prohibition checks, online searches, and any additional checks required for the role.

These checks must be:

- Completed and verified prior to employment commencing
- Reviewed and approved by HR
- Recorded accurately on the Single Central Record (SCR)

No start date must be confirmed until all required checks have been completed and approved. The only exception is outlined in the Safer Recruitment, Compliance Checks and Single Central Record (SCR) Policy and Procedures, Section 6.4.4 (DBS pending):

- Applies to Academies and Central Teams roles only
- Does not apply to Orchard Hill College staff
- Must be risk assessed, approved and documented

11.3. Confirmation of appointment

A formal offer of employment will only be confirmed once all required pre-employment checks have been completed and deemed satisfactory by HR.

Start dates must not be agreed, communicated or confirmed to candidates until HR has formally verified that all mandatory pre-employment checks are complete.

In all cases:

- No individual will commence work without appropriate clearance
- All checks must be evidenced and recorded
- The appointment must be recorded on the Single Central Record (SCR)

11.4. Unsuccessful candidates

Unsuccessful candidates will be informed of the outcome of the recruitment process within a reasonable timeframe.

Feedback may be provided upon request and should be constructive, objective and based on evidence from the selection process.

12. WITHDRAWAL OF AN OFFER OF EMPLOYMENT

In line with safer recruitment practices and safeguarding responsibilities, OHC&AT reserves the right to withdraw an offer of employment at any stage prior to commencement where pre-employment checks raise concerns regarding a candidate's suitability to work with children, young people or vulnerable adults.

Pre-employment checks may include, but are not limited to:

- Disclosure and Barring Service (DBS) checks (including barred list where applicable)
- References
- Identity and right to work in the UK
- Verification of qualifications and professional status
- Prohibition or regulatory checks
- Overseas checks, where applicable

Where concerns are identified, these will be carefully considered in line with safeguarding requirements and relevant employment legislation.

Any decision to withdraw an offer must:

- Be made in consultation with the HR Business Partner (HRBP)
- Be approved by the Director or Assistant Director of HR
- Involve the Executive Senior Leadership Team where appropriate

All decisions must be fair, consistent, proportionate and clearly documented.
This approach supports OHC&AT's safeguarding obligations and helps mitigate legal and reputational risk during the recruitment process.

13. POST-INTERVIEW RECORDS AND DATA PROTECTION

All recruitment documentation must be handled securely and in accordance with data protection legislation and the Information and Records Retention Policy.

Recruitment records must be retained for a period of six months following the recruitment decision, unless a longer retention period is required due to safeguarding concerns, complaints or potential legal proceedings. This includes:

- Application forms
- Shortlisting documentation
- Interview notes
- Interview scoring grids
- Selection decisions

Personal data relating to unsuccessful candidates must be securely destroyed in a timely manner. This includes:

- Identification documents
- Right to work documentation
- Qualification certificates
- Disclosure information
- Proof of address

No unnecessary copies of personal or sensitive data should be retained.

For successful candidates, relevant documentation must be:

- Verified as part of the pre-employment checking process
- Signed and dated where required
- Securely stored on the employee file
- Shared with HR to support completion of pre-employment checks and onboarding

All recruitment records must be complete, accurate and capable of withstanding audit scrutiny.

14. RESPONSIBILITIES

Detailed role responsibilities, including SCR duties, administrative responsibilities, governance responsibilities and cross team verification processes, are set out in

Section 4 of the OHC&AT Safer Recruitment, Compliance Checks & SCR Policy and must be followed in full.

Recruiting managers are responsible for:

- Ensuring recruitment is planned and conducted in line with this policy
- Applying fair, consistent and objective selection processes
- Ensuring safeguarding is prioritised throughout recruitment
- Completing Safer Recruitment training and refresher training
- Maintaining accurate and complete recruitment records
- Participating in required recruitment and safer recruitment training
- Working in partnership with HR at all stages

HR is responsible for:

- Providing professional advice, guidance and oversight
- Ensuring compliance with employment law and safeguarding requirements
- Supporting recruitment processes and documentation
- Monitoring consistency and quality across recruitment practices
- Escalating risks or non-compliance where identified
- Completing Safer Recruitment training and refresher training
- Monitoring of Safer Recruitment training adherence

15. NON-NEGOTIABLE RECRUITMENT PRINCIPLES

The following standards apply across all OHC&AT provisions:

- No individual will commence work without appropriate clearance checks.
- No employee start date will be confirmed without HR approval.
- Recruitment documentation must be completed and retained for audit purposes.
- All safeguarding checks must be evidenced and recorded.
- Any safeguarding concern identified at any stage of the recruitment process must be escalated to HR and resolved prior to appointment.
- Verbal assurances are not acceptable evidence of safeguarding compliance.

16. USE OF ARTIFICIAL INTELLIGENCE (AI) IN RECRUITMENT

OHC&AT recognises that candidates may choose to use Artificial Intelligence (AI) tools when preparing applications or supporting materials. Any suspicion of an application written entirely by AI that misrepresents the candidate may be treated as a safeguarding or integrity concern.

While the use of AI is not prohibited, candidates must ensure that all information submitted as part of the application process:

- Accurately reflects their own experience, knowledge and skills
- Is truthful and not misleading
- Demonstrates their personal suitability for the role

Recruitment decisions will be based on the candidate's own knowledge, experience and ability demonstrated during the selection process, including interviews, assessments and professional discussions.

OHC&AT may use assessment methods designed to evaluate candidates' own understanding and professional judgement.

OHC&AT does not use artificial intelligence software as a decision-making tool at any stage of the recruitment process, including in respect of external and internal applications and promotion proposals.

17. CONFLICTS OF INTEREST IN RECRUITMENT

Employees involved in recruitment must declare any personal or professional relationship with an applicant.

A conflict of interest may arise where a recruiting panel member:

- Is related to an applicant
- Has a close personal relationship with an applicant
- Has previously line managed or been line managed by the applicant
- Has any other relationship that could compromise objectivity

Where a conflict of interest is identified, the individual must declare this to HR as soon as possible. Appropriate steps will then be taken to ensure the integrity and fairness of the recruitment process, which may include the individual withdrawing from the panel.

18. RELATED POLICIES AND DOCUMENTATION

Child Protection, Adult Protection & Safeguarding Policy
Conflict of Interest Policy
Equality, Diversity and Inclusion Policy
Executive Pay Policy
Information and Records Retention Policy
Modern Slavery Statement (Procurement Policy Annex E)
Pay Policy
Safer Recruitment, Compliance Checks & Single Central Record (SCR) Policy & Procedures
Social Media Policy
Staff Code of Conduct
Staff Privacy Notice