MG ALBA RECRUITMENT POLICY

November 2018

Introduction

This policy is applicable to all applicants seeking employment or promotion with MG ALBA. Staff members who are involved in any aspect of the recruitment and/or selection of staff should ensure that all recruitment will be in accordance with this policy.

Purpose

MG ALBA wishes to attract and appoint talented, high calibre people who share our values.

MG ALBA embraces equality & diversity as a fundamental part of the way we recruit and select people for employment and promotion. We comply with employment legislation in the area of equality of opportunity, but our approach is also embedded in our values and beliefs about treating everyone with respect and dignity.

Principles

The working language of MG ALBA is Gaelic, and candidates will generally need to be competent in written and spoken Gaelic. From time to time MG ALBA will recruit learners of Gaelic who, as a condition of their employment, will be required and supported to gain competence in the language.

MG ALBA will:

- Recruit the best candidate for the job based on merit, generally through open competition, unless there is a compelling case for an internal promotion;
- Encourage recruitment of staff with disabilities, making reasonable adjustments to all stages of the recruitment process and subsequent role, as required, in order for a successful candidate with a disability to undertake the post;
- Ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation;
- Provide appropriate training, development and support to those involved in recruitment and selection activities in order to meet this core principle;
- Treat all candidates fairly, equitably, efficiently, and with respect, aiming to ensure that the candidate experience is positive, irrespective of the outcome;
- Ensure that its recruitment and selection process is cost effective; and
- Ensure all documentation relating to applicants will be treated confidentially in accordance with the Data Protection legislation.

Roles and Responsibilities

Recruiting staff will:

- Demonstrate our organisational values in the whole process and in the way people are treated;
- Adhere to the policies and procedures;
- Evaluate the need for the post(s) in the context of the Operational Plan, the Workforce Plan and the future needs of the business;
- Ensure that all new/revised posts are formally job evaluated and scored according to MG ALBA's Salary Structure and Review Procedures before they are advertised and that formal authorisation to recruit has been obtained;

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- Discuss potential difficulties in recruiting with the HR Adviser and senior management;
- Prepare, with the HR Adviser, the job description, person specification, draft advert and further particulars, as appropriate;
- Keep a written record of all short-listing and interview decisions; and
- Ensure equal opportunities requirements are followed.

The HR Adviser will

- Coordinate, facilitate and chair the process and engagement between different parties throughout the recruitment & selection campaign, as appropriate;
- Provide feedback to candidates if requested;
- Provide professional HR advice on content of job descriptions / person specifications, job evaluation, and appropriate salary levels.
- Provide advice, based upon research and experience, about draft adverts, appropriate media and timescales for recruitment;
- Monitor and review the recruitment process and supporting policies / guidance;
- Provide training on recruitment and selection, including equality issues;
- Deal with candidate management and correspondence;
- Ensure that selection panels are representative and demonstrative of MG ALBA's commitment to equal opportunities and diversity in the workplace;
- Make a conditional offer of employment and manage the early relationship with the candidate to ensure a successful route to employment;
- Ensure a fast and efficient route to employment for candidates who have been offered employment (e.g. taking up references, carrying out pre-employment checks, issuing contracts of employment); and
- Ensure appropriate data collation for monitoring purposes.

Equality of Opportunity

MG ALBA, through the actions of its staff and HR adviser, promises that that all employees or job applicants will be assessed only according to their capability to carry out a given job, based on justifiable, objective criteria which are clearly related to the duties of the job.

MG ALBA is committed to valuing and promoting equality and diversity amongst our workforce and will work towards increasing the diversity of our staff.

Disability

MG ALBA will participate in the Guaranteed Job Interview Scheme for applicants self-assessed as having a disability and who meet the minimum essential criteria for a job vacancy and to consider them on their abilities.

We will also ensure there is a mechanism in place to discuss, at any time (but at least once a year) with disabled employees what can be done to ensure that they develop and use their abilities, make every effort when an employee becomes disabled to ensure that they stay in employment, take action to ensure that all employees develop an appropriate level of disability awareness to make these commitments work, and plan ways to make improvements.

Monitoring

MG ALBA will collect and assess recruitment and employment data on an annual basis.

We will collect information regarding candidates' age, disability, gender, race and religion or belief as part of our recruitment process. The HR Adviser collates this information independently of staff and produces reports showing the number of applicants at each stage of the recruitment process, broken down by each protected characteristic. Progress in this regard is reported annually and enables continuous improvement.

Selection Process

MG ALBA uses a variety of selection tools to help us find the most competent person for a given role.

In order to ensure consistency, comparability, transparency and fairness, internal and external candidates will be subject to the same or comparable selection tools.

MG ALBA will seek external support in the recruitment of Band F posts, and may seek external support in all other instances.

Short-listing

The first stage selection criteria will be based on an agreed set of key essential requirements as set out in the job description and person specification. The short-listing criteria will be relevant, clearly identified and be able to assess whether the applicant possesses the abilities required to fulfil the duties of the job.

Candidates, at this stage, will only be assessed based on their expression of interest and supporting documents (internal candidates) or application form and/or CVs (external candidates).

The HR Adviser will track applications from candidates who declare they have a disability, and where a candidate who is declared as having a disability meets the criteria, they will automatically be invited to interview. The HR Adviser will contact the candidate to ensure that any adjustments or special arrangements that need to be made are put in place.

MG ALBA may choose, in certain circumstances, to ask candidates to undertake supplementary exercises in relation to their application, particularly when this is required to enhance objective decision making for posts for which this may be difficult through interview alone.

Interview

In most cases the selection process will include a standard competency-based interview to form a 'one-stop shop' selection process. The level of selection tools used will be suitable for that type of post and grade. Selection tools can include, but are not limited to, group exercise, written exercise, fact finding exercise and role play / simulation exercises.

The recruiting manager will, in discussion with the HR Adviser, select a panel of suitably qualified representatives from the business to conduct competency-based interviews. Competency-based questions will ask the interviewee to give examples of a situation in their past where they have demonstrated that they had found a solution to a problem or carried out a specific task.

Panels should comprise no less than 3 members, at least one of which must be a staff member of at least one grade of seniority above the post being recuited, be of mixed gender and, wherever possible, of mixed age and include at least one member from outside the business group to which the vacancy relates. This latter person has an important challenge role to play within the panel.

Recruitment panels for Band F staff must include at least one non-executive member from the Board.

Making an offer

Once the successful candidate is selected, the HR Adviser will communicate an offer in principle with terms and conditions of employment which are subject to evidence of eligibility to work in the UK, pre-employment health checks (if appropriate), pre-employment vetting (if appropriate) and receipt of satisfactory written references (at least one of which must come from the candidate's current employer if relevant).

Once checks are completed satisfactorily, the offer of employment will become unconditional and a written offer will be made and start date agreed if the offer is accepted.

MG ALBA's practice is to offer a starting salary at the minimum of the pay grade. Recruiting managers can exercise discretion and offer a higher starting salary in exceptional circumstances. Justification may include the applicant's current package, skills and experience.

Unsuccessful candidates

Unsuccessful candidates should be dealt with sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process.

Once the successful candidate is selected, the recruiting panel may wish to rank the remaining candidates to establish a reserve list of appointable candidates. This is completed in the event that the successful candidate declines the offer of employment or if any problems arise from the pre-employment checks.

In the event that subsequent vacancies arise for the same role and within a six month period, MG ALBA may, if the unsuccessful candidate has given consent to the relevant data being held for that period, in the first instance contact the next appointable candidate on the reserve list with the intention of making an offer of employment, without reference to further recruitment methods.

In the event that a candidate requests feedback about their performance in the selection process this should be arranged by the HR Adviser.

For internal candidates, recruitment feedback should form part of planned discussions in terms of objectives and development needs.

All unsuccessful candidate documentation will be held on file as indicated and agreed by the candidate for a period of 6 months; thereafter they will be shredded. All appointment-related documents will be held in the employee's personnel file in a secure location.

Related Documents

MG ALBA Salary Structure and Review Procedures

SALARY STRUCTURES & REVIEW PROCEDURE

November 2018

Introduction

This document details the pay and grading structure adopted by MG ALBA. Our pay policy aims to be fair and provide equality of opportunity. We aim to offer pay and benefits competitive with the leading employers in the industry in order to attract and retain the highest quality people.

Job Evaluation

Job Evaluation is a systematic process for defining the relative worth of jobs within organisations.

The review process looks at the overall demands and size of a job within the structure of the organisation. The process is in no way linked to individuals, their abilities or performance and it is not about the post holder, the volumes of work they do or the hours that they work.

A points-based scheme assesses each job in the organisation against a number of factors. The Job Description is the central document referenced in the review, along with input from managers, staff and HR.

Factor Plan

Factors used are non-discriminatory and meet all the requirements of equal pay legislation. The factors that are used in the MG ALBA job evaluation scheme are:

- Complexity of Work
- Accountability
- Contacts and Relationships
- Knowledge & Skills
- Team Work

- Freedom to Act
- Planning & Organising
- Leadership & Direction
- Experience
- Quality & Improvement

Within each Factor, there are 5 points levels that range from 1 (scoring 10) to 5 (scoring 50) dependent on demands of the role in each factor.

The total points produce a ranked score for the post, which relates to the pay grading structure for the organisation.

Job Evaluation Points Scoring

Following initial overall job evaluation being carried out across the organisation, Job Bands were created based on points scoring and the salaries associated with each Job Band and Grade are published every April as the pay review process is carried out. The points associated with each Grade are detailed below.

Score Range	Band
150-200	A 1-4
201-200	B 1-4
251-300	C 1-4
301-350	D 1-4
351-400	E 1-4
401-500	F - Executive Director

Job Bands & Salary Structure
(refer to Appendix 1 for current pay band details)

Each post below Director level (Band F) has been allocated to a Job Band A to E. Within each Band there are 4 possible salary spans corresponding to (1) entry level; (2) demonstrable competence, (3) expertise and (4) wider influence and seniority.

For example, within Band A, an employee will be in Band A1, A2, A3 or A4. Each salary band contains 4 salary points, meaning that for a new entrant there will be three possible salary progressions to be earned in the same post over the course of a career with MG ALBA. Once an employee reaches the highest salary point for the post no further progressions will be possible.

MG ALBA Salary Band Core Competency Requirements

COMPETENCY / SALARY POINT	HIGHEST	HIGH-MID	LOW-MID	LOWEST
Employee Characteristic	*Seniority, Wider impact / influence*	*Expertise*	*Competence*	*Entry Level*
Job Knowledge & Technical Skills	✓	✓	✓	✓
Supervisory / Management Skills	✓	✓		
Leadership / Strategic / Decision Making Skills	✓			
Problem Solving / Innovation Skills	✓	✓	✓	
Improvement / Quality Control Skills	✓	✓	✓	✓

Progression

Progression through bands will be based on performance, business case and available budget. There is no automatic right to progression.

It is possible that the job might be re-graded and allocated to a different salary span if the responsibilities attached to the post have increased. The position of an employee within the salary band will be determined according to their competence, expertise and seniority. Progressions however will be based on performance and core competencies being achieved and will be subject to business case and budget constraints.

Promotion

The re-scoring of a job to the next Band above (e.g. from Band C to Band D) will create a promoted post to which the incumbent will be invited to apply. Failure to apply or an unsuccessful application would lead to open recruitment.

Pay Review

Salary points will be reviewed each year for potential inflation-related rises, generally in line with public pay policy, and subject to Board and Ofcom approval.

Staff members who are not at the top of their Pay Bands will be eligible for Progression in the following year.

Progression will be based on performance management, business case and available budget. Each June, the Chief Executive will ask for business case submissions from directors, which will form the basis for staff budgets for the following year's Operational Plan.

Staff members who are already at the top of their Pay Band are ineligible for progression. Pay movement will be restricted to annual inflation-based movement of the Band ceiling unless the job is re-scored into a higher Band. In exceptional circumstances a pay supplement may be awarded to take remuneration beyond the Band ceiling. Compelling reasons and evidence will be required.

Recruitment

Before recruitment takes place, any vacant post will be subject to evaluation using the Factor Plan to set the salary range.

Vacant posts will be advertised showing the relevant salary span. On appointment the salary for the post will generally be at the lowest Salary Point for the post.

This process will also apply to temporary / fixed term posts and secondments.

Executive Pay

Posts scoring above 401 points, which carry an executive function, will be subject to pay policy and review in line with the following criteria relative to executive pay.

- The overall compensation package (financial & non-financial) should take in to account the following factors and may be a negotiated sum within agreed budgetary & organisational availability, practices and boundaries.

- The market availability and any market rates supplement appropriate. Each post should be benchmarked externally against current ranges of compensation package across regions, skills specialisms, disciplines & areas of expertise and influence.

- Assessment should be made to specific market factors which cause higher than expected pay expectations in suitable applicants, the organisation may wish to apply a supplement to basic remuneration packages to take account of market pressures.

- If applicable, assess performance pay and reward, any short & long-term incentive plans relating to bonus and long-term organisational goals.

- Understanding of the level/scope of executive demands and corporate responsibilities relative to the expectation of the post and the leadership of the workforce/team.

- Value for money and pay levels relative to other posts in the organisation. Work should be carried out analysing agreed pay ratio's internally, such as pay ratio's between management tiers and the ratio from the highest to the lowest paid employee.

Executive Pay Framework

- Posts scoring 401 points and above, which carry Grade F Executive function, are graded within the following framework.
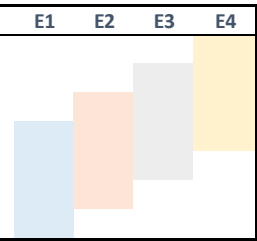
Score Range	Band	Min Salary	Max Salary	Ceiling
401 - 430	F1 - Executive			
431 - 470	F2 - Senior Executive			
471 - 500	F3 - Chief Executive			
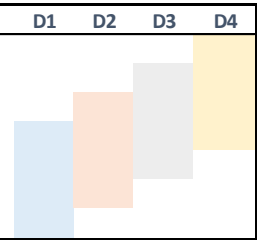
JOB BANDS, SALARY POINTS AND SPANS

Current Year		Salary Point	Employee characteristic
		Highest	Seniority, wider impact / influence
		High-mid	Expertise
		Low-mid	Competence
2018/19		Lowest	Entry level
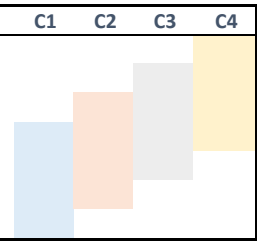
SP	Band E	E1	E2	E3	E4
27	49,736				
26	47,655				
25	45,574				
24	43,493				
23	41,412				
22	39,331				
20	37,250				
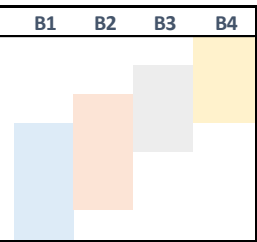
SP	Band D	D1	D2	D3	D4
21	38,499				
20	37,250				
19	36,354				
18	35,093				
17	33,833				
16	32,572				
15	31,311				

SP	Band C	C1	C2	C3	C4
16	32,572				
15	31,311				
14	30,050				
13	28,789				
12	27,528				
11	26,268				
10	25,007				

SP	Band B	B1	B2	B3	B4
12	27,528				
11	26,268				
10	25,007				
9	23,746				
8	22,485				
7	21,224				
6	19,963				

SP	Band A	A1	A2	A3	A4
7	21,224				
6	19,963				
5	18,913				
4	18,387				
3	17,862				
2	17,337				
1	16,811				