

Department	Malvern Group Policy	Implementation Date	25 th September 2025
Official name of the policy	Recruitment Policy	Last Reviewed/Update Date	25 th September 2025
Policy Owner	Kelly McGrath (HR Partner)	Approval Date	25 th September 2025
Policy Approver	Richard Mace (CEO)	Next Review	September 2027

Recruitment Policy

Introduction

Malvern International recognises that its employees are fundamental to its success and therefore needs to be able to attract and retain staff of the highest calibre and a strategic and professional approach to recruitment is essential to achieve this.

The purpose of this policy is to provide a framework for the recruitment and selection of staff based on the principles set out in this policy, which also meet the requirements of Malvern international's Equality, Diversity and Inclusion Policy, the Equalities Act 2010 and all other relevant employment legislation.

Scope

This policy covers all activities that form part of the recruitment and selection process for **Malvern International, including Language in Action**. It is applicable to **all staff recruitment**. 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 is aware of this document and follows it. Ultimately it is the responsibility of the senior management team, in conjunction with HR to ensure that this is the case.

Core principles

Malvern International has a principle of open competition in its approach to recruitment.

Malvern International 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 the Company.

Malvern International wishes to encourage the recruitment of staff 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.

Malvern International will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.

Malvern International 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 themselves that they are 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 the EDI training.

Recruitment and selection is a key exercise and should enhance the reputation of Malvern International. Malvern International 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.

Malvern International 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.

Malvern International 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 GDPR.

Applicants will have the right to access any documentation held on them in accordance with GDPR.

Recruitment & selection procedure

There are a number of key stages in the recruitment and selection process. This policy outlines the key stages. Further advice and guidance are available from HR.

Preparation stage

The recruitment and selection process should not commence until a full evaluation of the need for the role against the area's strategic plans and budget has been completed.

The recruitment of staff will take into account Malvern International's need for new ideas and approaches and additionally should support the Company's commitment to ensuring a diverse workforce by proactively seeking to attract groups that are under-represented to maximise its ability to meet diverse student 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 are under-represented in a particular area of the workforce.

All new or changed posts must be formally reviewed before they are advertised.

Formal authorisation to recruit to a post should be sought before commencing the recruitment process by completing the 'Authority to Recruit' form, available from HR.

If a manager believes that there may be potential difficulties in recruiting to a post, they should contact HR 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 that is to be filled.

The job description should accurately reflect the elements of the post.

The person specification should state 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 the person specification to ensure that any criteria used does not indirectly discriminate against certain groups of applicants.

Advertising

As a minimum all positions will normally be advertised internally. 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, in consultation with HR, a department may waive the need to advertise. This is likely to include positions requiring specialised expertise where the Hiring 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.

In certain circumstances it may be more effective to use a recruitment agency. This should be discussed and agreed with HR. This will, however, not eliminate the need to advertise the position internally and any external agencies or consultants who assist in the process must act in accordance with this policy and with respect to our equal opportunities requirements.

Employees who have been in an acting position that subsequently becomes vacant will have to apply for the position when it is advertised, but in such cases the position can be advertised, in exceptional circumstances on an internal basis only.

All adverts must be placed through HR, except where alternative arrangements have been formally agreed in advance with HR.

All advertising must be cost-effective and agreed in advance with HR using the appropriate platforms to attract candidates that may have specific skills, knowledge and experience (EFL and industry specific websites).

Selection of candidates

Shortlisting

Shortlisting may involve the whole panel but must 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.

HR may initially (at the request of the Hiring Manager) shortlist based on the skills, experience and qualifications required for the job, otherwise HR will not normally be on a panel unless it is a panel for Senior appointments. Where necessary, application forms will be required to be completed rather than just relying on the submittance of a CV and Cover Letter.

In accordance with the Equality Act 2010, shortlisted candidates 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 Hiring Manager. One of the panel will have completed Safer Recruitment in Education training.

Selection is a two-way process: candidates are assessing the role and Malvern International. Those involved in recruitment should consider how best to convey a positive image.

It is recommended that a range of selection methods are used that are suitable for assessing both the essential and desirable criteria in the person specification as this will enhance objective decision making which is difficult through interview alone.

Interview questions and the structure of the interview should be consistently applied to all candidates.

Notes recording the interview should be taken so that they can be referred back to 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 provided to HR following the selection process and will be kept for a minimum of 6 months following the selection process.

In the event that candidates request feedback about their performance in the selection process this should be arranged by the Hiring Manager, although they may delegate this to another member of the panel where appropriate.

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

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. This is much less likely to be the case with references for academic posts which are of a more personal nature.

For all posts, two references will be taken up, one of which must be an employment reference from the current employer.

If the appointment is urgent, the Hiring Manager may seek to obtain a verbal/telephone reference for the successful candidate providing that standard procedures for doing so are followed. Any verbal references must be followed up with a written reference within 2 months of the candidate's start date.

Referees should not be contacted without the candidate's consent and the information provided should be treated as confidential.

All references must include confirmation of the suitability (to the best of their knowledge) of the candidates to work with under 18's

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 Malvern International's ability to recruit the selected candidate. In such cases the verbal offer will normally be made by the Hiring Manager, although they have the discretion to delegate this responsibility if felt appropriate.

Appointments will usually be made at the minimum of the advertised salary unless directly relevant experience would justify additional increments. Advice should be sought from HR if the intention is to appoint at the maximum of the advertised salary.

Once a selection decision has been made, an offer of employment form must be completed and returned to HR. HR will then produce a written offer of employment. Offers of employment are normally subject to satisfactory references, checks of qualifications and any other checks as appropriate, such as Right to Work checks, Criminal Records, Prohibition from Teaching and DBS checks.

Note – if a DBS Certificate has not been provided and verified by the start date, a Risk Assessment will be carried out and reviewed monthly until the DBS Certificate has been validated.

Academic professionals are invited to join the DBS updating service on an annual basis. The costs associated with this will be reimbursed whilst employed by Malvern International and upon the submittance of a receipt.

Skilled Worker route (General) visa applicants must provide a criminal record certificate. Any overseas applicant will require an overseas criminal records checks.

The Company may, at its discretion, offer relocation assistance to successful candidates where appropriate. Decisions regarding relocation support will be made on a case-by-case basis, taking into account the requirements of the role, business needs, and individual circumstances. Any relocation package offered will be confirmed in writing as part of the employment offer.

All new recruits are expected to complete Safeguarding and Prevent training at the level relevant to their role.

Induction

Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed, the line manager is responsible for preparing a comprehensive induction programme for the new employee which will include Safeguarding, Prevent and Health & Safety training.

Responsibilities

Head of Department (may also at times be the Hiring Manager)

- Evaluating the need for the post(s) in line with the departmental staffing plan and budget.
- Ensuring a comprehensive induction programme for any new employee

Hiring Manager

- Liaising with the HoD, HR and Finance to determine whether a vacancy is a replacement post, a new post or an existing post which requires revision.
- Ensuring that all new/revised posts have an Authority to Recruit form completed prior to any vacancies being advertised.
- Discussing any potential difficulties in recruiting with HR.
- Preparing a Job Description, Person Specification and draft advert.
- Agreeing recruitment plan and timescales with HR.
- Preparing a shortlist of candidates for interview.
- Keeping written records of all short-listing, interview notes and interview decisions.
- Making a verbal offer of employment.
- Providing feedback to unsuccessful short-listed candidates if requested, ensuring equal opportunities requirements are followed.
- Ensuring that all new/revised offers have an 'offer of employment' form completed prior to any formal offer or contract being issued.
- Preparing a comprehensive induction programme for the new employee.
- Chasing outstanding paperwork documents prior to start dates to ensure compliance (HR will carry out the initial chase)

HR

- Providing professional HR advice on salary benchmarking, content of job descriptions/person specifications and advertising.
- Placing job adverts.
- Ensuring that any agencies or external consultants who assist in the recruitment process adhere to Malvern International's Recruitment Policy.
- Carrying out pre-employment checks
- Issuing written offers of employment and contracts of employment.
- Undertaking any other tasks agreed to as part of the recruitment timescales as agreed with the Hiring Manager.
- Initial chase of outstanding documents / paperwork for compliance.
- Completing the HR Induction with all new employees.

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- Monitoring and reviewing the recruitment process and supporting policies/guidance.

Policy approval

Date: September 2025	Version: 2
Author: Kelly McGrath, Head of HR	Review date: September 2027
Approved by Chief Executive Officer Richard Mace:	