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Safer Recruitment, Selection and On boarding Policy & Procedures



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Introduction

This policy has been developed to embed safer recruitment practices and procedures throughout Limm Skills Academy and to support the creation of a safer culture by reinforcing the safeguarding and wellbeing of children and young people in our care.

Effective recruitment and selection is central and crucial to the successful functioning of Limm Skills Academy. It depends on finding people with the necessary skills, expertise and qualifications to deliver the Company's strategic objectives and the ability to make a positive contribution to the Limm Skills Academy 4C's values and mission.

Safer recruitment means taking steps to ensure we only appoint individuals who are suitable for providing unsupervised activities, while keeping children and young people safe from risk. All colleagues, volunteers, contractors and Limm Skills Academy apprentices are required to familiarise themselves with this policy to ensure that all individuals, children and young people are kept safe from risks e.g. physical injury, bullying, abuse, radicalisation and discrimination. All colleagues must follow our guidelines for escalating concerns and allegations in the event that potential issues are identified. Responsibility for ensuring these policies are carried out lie with the Designated Safeguarding Officer (DSO) and the Human Resources (HR) Department and is overseen by the Managing Director (MD).

Safer Recruitment Aims

This policy is intended to provide assistance to those members of staff involved in the safer recruitment process within Limm Skills Academy and specifies the processes from advertising the vacancy to making an offer of employment, as well as the on boarding process.

It will provide advice on best practice to ensure that Limm Skills Academy's recruitment process is consistent, effective and compliant with relevant legislations.

Through the recruitment procedures Limm Skills Academy aims to:

- Attract good quality candidates
- Keep our young learners safe from maltreatment, neglect, violence, radicalisation and sexual exploitation
- Ensure equal treatment of all applicants
- Identify and appoint the best applicants
- Identify and reject applicants that are unsuitable to work with children and young people
- Maintain an effective and streamlined recruiting process which makes the best use of time and money

Recruitment Training & Recruitment Champions

All colleagues involved with recruiting and selecting staff (including contractors) are trained in safeguarding and the requirements and behaviours required to ensure safe and fair recruitment. At least one person on any interview/appointment panel for a post will have undertaken safer recruitment training. This will cover, as a minimum, the contents of the Department for Education's statutory guidance, Keeping Children Safe in



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Education, and be in line with local safeguarding procedures.



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Equality & Diversity

Prospective applicants should not be discriminated against either directly or indirectly on the grounds of race, nationality, ethnic origin, gender, marital status, sexual orientation, cultural or religious beliefs, disability and age. In addition candidates should not be discriminated against based on pregnancy.

Limm Skills Academy is committed to encouraging equality and diversity among our workforce, and eliminating unlawful discrimination.

Preparation of job descriptions, person specifications, advertisements, shortlisting, interviewing and selection of applicants should reflect our commitment for our workforce to be truly representative of all sections of society and our customers, and for each colleague to feel respected and able to give their best.

Legislation, Compliance & Statutory Guidance

Safeguarding

In order to comply with Safeguarding Legislation, Limm Skills Academy will ensure that:

- Safeguarding statements are included in all relevant job advertisements and job descriptions
- All posts have up-to-date job descriptions and these are provided to candidates before the interview
- Applicants for relevant roles complete and submit a completed employment application form, which contains details of the applicants working history, referees and a 'Suitability Declaration'
- Wherever possible, the references of shortlisted applicants are sought before a face-to-face interview. Where candidates object to references being sought at this stage, we will honour their wishes, but references will categorically be obtained before commencement of appointment
- The outcome of any completed checks, along with clarification of any career history 'gaps', are discussed at interview if necessary
- Professional qualifications are verified, as appropriate
- During the interview, identity is confirmed via the validation of appropriate identity documentation
- An enhanced DBS check is carried out and clearance received prior to commencing employment. If required an overseas DBS check will be carried out
- The applicant's offer letter clearly states that employment cannot commence until we have received the return of a DBS checks and employment references

Designated Staff with Responsibility for Safeguarding/Safer Recruitment:

- Designated Safeguarding Officer is:
- Head of Training Delivery:
- HR Manager:
- HR Assistant:



Recruitment Law Legislation

As an employer, Limm Skills Academy must ensure that they follow the rules of the law when recruiting new staff. The key legislation we must follow includes:

- Equality Act 2010 (also includes Protected Characteristics)
- Equality & Human Rights Commission
- Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- Rehabilitation of Offenders Act 1974
- Prevention of Illegal Working
- The Safeguarding Vulnerable Groups Act 2006
- Immigration, Asylum and Nationality Act 2006
- General Data Protection Regulation
- Working Together to Safeguard Children 2018
- Keeping Children Safe in Education 2018
- The Children's Act 1989 and 2004

Identity Verification

For further information about Identity verification and the background checks we carry out, please refer to the Background Checking Policy

Identity documentation checks are carried out for all recruits. The individual's right to work in the UK is verified and documentation securely retained. Individuals from outside the EU/EEA must prove their right to work under their visa or leave to remain. Different rules currently apply to visitor and student visas, asylum seekers and failed asylum seekers. These rules are subject to change and must be checked with UK Border Agency before recruiting if there are any grounds for doubt. During the first interview, validation of identity and right to work in the UK should be sought via the checking of original documents.

Employment Checks

Any gaps in employment are investigated and verified where necessary.

Where an individual left their previous employment, the circumstances of departure are established e.g. disciplinary procedures or compromise agreements. Any concerns are referred to the designated safeguarding officer and director/ SMT for a risk assessment.

References from colleagues (other than managers) or friends are not accepted. References are checked for missed or ambiguous answers and remaining issues escalated as appropriate.

DBS Checks

For regulated activities, an enhanced DBS check will be carried out on all contracted, temporary and permanent colleagues. All colleagues are subject to the same level of DBS checks unless they are working only on non-regulated activities under supervision.

Updated DBS checks are carried out on long-term staff at a minimum frequency of 3 years. All DBS information is recorded on the Single Central Record and the secured HR database.

Any Positive Disclosure information revealed is referred to SMT, the DSO and local authority designated officer and made subject to a thorough risk assessment procedure before a recruitment decision is made.



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Any existing employment contracts will be reviewed at this time when new information is disclosed.

Regulated activity means a person who will be:

- Responsible, on a regular basis for teaching, training, instructing, caring for or supervising children
- Carrying out paid, or unsupervised unpaid, work regularly where that work provides an opportunity for contact with children



Qualification Checks

Where required for the safe execution of the role, qualifications will be sought and then verified and a copy retained for our records.

Single Central Record

We will record all information on the checks carried out in the Single Central Record (SCR). Copies/results of these checks, where appropriate, will be held in individuals' personnel files. We follow GDPR requirements and best practice in retaining copies of these checks.

The Safer Recruitment & Selection Process

To ensure consistency and best practice at all times, Limm Skills Academy colleagues will follow the Safer Recruitment, Selection and on boarding processes when carrying out any recruitment activity. For simplicity and transparency, Limm Skills Academy has published this Safer Recruitment, Selection and on boarding Policy to outline its processes, standards and expectations.

Authority to Recruit

Before any vacancy can be advertised, it is necessary to obtain formal authorization in writing from Limm Skills Academy's Managing Director or Senior Management Team. Recruiting Managers will be required to complete the Authorisation to Recruit Form (ATR) and return to the HR department for review, along with a copy of the job description. If the form has been completed incorrectly this will be returned to the Recruiting Manager for revision. If the HR department is satisfied with the ATR form then they will send this on to the Managing Director or relevant Head of that department for approval.

When deciding whether to grant authorisation, the MD or Senior Management Team shall consider the rationale for the vacancy e.g. replacement, restructure or expansion, to ensure that recruitment is justified.

All recruitment shall be managed by the HR department. HR will not begin the recruitment process without authorisation from the Managing Director/SMT or if the forms are incomplete or incorrect.

Job Description/Person Specification

Before a new role is advertised, an up to date job description and person specification must be produced.

Job descriptions should detail the purpose and expectations of the job; a person specification states the competences and attributes for the role and establishes the essential and desirable criteria for selection; they should include the Limm Skills Academy 4C's, skills, knowledge, experience, qualifications, and personal qualities relevant to the job.

Before a new candidate starts there should be a detailed list of all objectives the successful candidate must



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achieve to successfully pass their probation.



Advertising and Sourcing

Adverts include a detailed role description including the qualities and standards required to be a successful candidate as well as details of the background checks to be carried out.

All advertisements for posts of regulated activity will include the following statement:

Limm Skills Academy is committed to promoting and safeguarding the welfare of all children and young people. Successful applicants for our roles must be willing to undergo child protection screening, including checks with employers and the Disclosure & Barring Service (DBS).

HR will assume responsibility for advertising all new roles via some or all of the following methods:

- Email Limm Skills Academy
- Post on Limm Skills Academy Staff Facebook page
- Adverts on local notice boards
- Advert on www.LimmSkillsAcademy.com
- Advert on job boards
- Posts on Social Media and LinkedIn
- Sent to personal email and/or home address for those on long term sick, compassionate or maternity/paternity/adoption leave

HR will draft job adverts, however the Recruiting Manager will be responsible for checking and authorising it ready for publication. HR will ensure that the advert is compliant with legislation and adhere to the company brand guidelines.

Limm Skills Academy advertises using local and national 'job boards', local press and industry publications, however the Managing Director must approve the cost before any adverts are placed.

HR will only use and contact agencies on our preferred supplier list, and only where they are unable to source suitable candidates.

As well as advertising via the above methods, HR will actively resource for the role using online job boards.

Colleague Referral Scheme

The Colleague Referral Programme is a recruiting tool used to attract talent into Limm Skills Academy. It allows colleagues to receive a referral bonus whilst providing a cost-effective source of good quality candidates for the Company.

If you know someone i.e. an ex-colleague or acquaintance, who may have the right profile (skills, experience, personal qualities and knowledge) for an existing vacancy, then request the person's permission for you to send their CV and contact details to the HR Manager.

All referrals must be treated in confidence by all those involved and should not be shared outside of HR, the hiring management and the colleague making the referral.

If the individual is interested in working for the Company, then you should send their CV and contact details to the HR Manager confirming the vacancy for which they are applying.



Alternatively, encourage them to email their application directly to the HR Manager, making sure that they mention that you pointed them in the right direction (if they don't mention your name when applying, the Company will not be able to pay you the referral bonus). The referred applicant will also need to complete an application form.

Please ensure that you are clearly identified as the person who has made the referral from the beginning of the process.

HR and the Hiring Manager will take matters on from here and assess the candidate against the Company's requirements job description and person specification.

If the candidate commences employment within 6 months of your referral and successfully completes their probation period, you will be eligible for a referral bonus of £500 gross, which will be paid through the payroll in the month after completion of probation.

A referral bonus (linked to this referral incentive) is not payable to a colleague who:

- Is in a commission-based role, and refers an apprentice to Limm Skills Academy or any of our clients.
- Is no longer employed by Limm Skills Academy or is in their notice period when the bonus is due to be paid
- Introduces a candidate who has already responded to a Company advertisement or been referred by another colleague or 3rd party within the past 12 months;
- Introduces a member of their immediate family or of another colleague's immediate family
- Introduces an ex-colleague of the Company who has left the Company's employment less than 2 years' prior to the nomination and/or has been the recipient of a redundancy or severance payment from the Company;
- Introduces a candidate who is employed by the Company in a permanent or temporary capacity or who has some other contractual relationship with Limm Skills Academy (e.g. a contractor).

The following colleagues are not eligible to benefit from this policy:

- Colleagues holding positions at SMT level and above;
- Colleagues working in the Human Resources Department;
- Managers/Team Leads wishing to introduce potential colleagues who would work within their own team;
- Managers actively involved in recruitment and selection as part of their normal job responsibilities;
- A colleague (at any level) for whom receipt of a referral bonus could be perceived as a conflict of interest.

The policy is not retrospective, i.e. no referral bonus will be payable related to the introduction of a candidate prior to the policy's introduction.

Please do not refer any colleague of one of the Company's clients/partners without first speaking to a senior manager.

The referral bonus will be paid to you through the payroll and will be subject to relevant deductions. All payments are made at the discretion of the HR Manager.

Where more than one colleague claims to have referred the same person, or the referral has been made from another source, the HR Manager will decide whether, or to whom, the recruitment bonus will be paid if



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the person is hired.

This scheme is not part of your contract of employment and may be subject to change, or withdrawal, without notice.



Shortlisting & Interviewing Candidates

The aim of the shortlisting process is to identify suitable candidates to proceed to the next stage of the recruitment process. HR will carry out the initial shortlisting by reviewing all CV's and applications that have been received. Individuals providing incomplete applications will not be shortlisted.

The shortlisting process will be carried out objectively and consistently, comparing each application with the job specification to establish whether, on paper, the person has the knowledge and experience that is necessary or desirable for the job. Applicants, who meet all of the 'essential' requirements of the role, will be shortlisted.

Where there is an abundance of shortlisted candidates, HR and the recruiting manager may run a second round of shortlisting based on the number of 'desirable' requirements each candidate meets / possesses. HR will, using standard email templates containing either commiserations or an invitation to a preliminary telephone interview, notify applicants of the outcome of the initial shortlisting.

Interviews

Interviews will be held in an appropriate meeting space, typically at Head Office, but occasionally via Skype. The type of interview held will be dependent on the type of role and regional location/ travel distance of the candidate.

Interview types

Telephone interviews

Before any face to face or Skype interviews are organized, HR will first conduct a preliminary, telephone interview with all shortlisted candidates, using a standard telephone interview format and questioning matrix. This enables HR to gauge the candidate's interest in the position and discuss the role basics such as the salary and the qualification requirements etc. Candidates who have demonstrated a lack of willingness to proceed with the application, those who have misunderstood any aspect of the role, those who have demonstrated a poor attitude or, in some other justifiable way, shown themselves to be inappropriate for the role will be ruled out at this stage.

Candidates who have passed the telephone interview will be invited to an interview.

Face-to-face interviews

Interviews are carried out by a minimum of two colleagues, with at least one trained in safeguarding/safer recruitment and the requirements and behaviours required to ensure safe and fair recruitment. The first face-to-face Interview should always include a member of the HR Department and the recruiting manager.

This interview will build on the items discussed within the telephone interview as well on the structured set of interview questions within the interview plan.



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The Second interview should be held with the Recruiting Manager and one other Manager or senior within the team, as long as at least one of them is trained in safeguarding/safer recruitment. If neither interviewer is trained then HR will also sit in on the interview.



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An interview panel member must declare if he or she knows the applicant prior to interview.

Interviews follow a prepared interview plan of required qualifications, experience, competency based questions and qualities, seeking evidence of each.

Where an individual application form has raised particular questions e.g. employment gaps or spent convictions, these must be satisfactorily explored in the interview.

Any disclosures or concerns relevant to safe recruitment are clearly identified and referred to the responsible management team before recruitment decisions are made.

Written notes are made on the interview plan during and after each interview to ensure fair evaluation and/or comparison of candidates against consistent criteria.

The entire interview panel will meet to discuss interview outcomes and have the opportunity to put their opinion across.

All appointments will be made strictly on merit and related to the requirements of the job.

In addition, the HR department will look to recruit based on the company's values.

Skype interviews

Skype interviews will only be used in the first instance if the recruitment is for a role based several hours away, and it is cost effective to hold the first interview via Skype or closer to the candidate.

Before an offer is made to any candidate a face-to-face interview must take place and identification documents must be sighted.

Group interviews/recruitment days

On occasion Limm Skills Academy holds recruitment days where group interviews are held. These will typically be for sales roles.

Recruitment Days generally consist of the following:

- Group Activities
- Literacy & Numeracy Tests
- Group Interviews
- Individual Interviews

Interview documentation

It is important to ensure that accurate notes are taken at each stage of the recruitment process. In order to ensure consistency and accurate note and record keeping the HR department has created forms for each stage in the recruitment process which are specific to each role.

Telephone Interview Form



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The telephone interview form will be used to screen every candidate that has successfully been shortlisted and will cover basic hygiene factors such as salary and working hour requirements as well as essential role criteria such as qualifications.



Interview plans

Interview plans will be populated at every interview by each member of the interview panel. The interview plans are discussed by the panel once all interviews have taken place to determine who has and hasn't been successful in securing the role.

Each role has its own interview plan which will have competency based questions with pre-determined keywords, phrases and sample answers, upon which a 'score' can be allocated to each candidate.

Scoring matrix

Scores from telephone screens, interview plans and any tests and activities will be recorded on the scoring matrix for each candidate to enable us to gain an overall suitability score.

Tests & activities

We may consider using other mechanisms to assess a candidate's suitability for a role, including delivering a presentation/teaching session, literacy and numeracy tests, developer tests and written and verbal tasks. Tests will be relevant and valid. Any recruiting manager that wishes to include tests and activities as part of the recruitment process will need to include this on the authorization to recruit form before the process begins.

Management Level

For recruitment at management level and above every candidate is required to be invited to complete an online psychometric and personality questionnaire.

Internal Recruitment Process

Limm Skills Academy follows a progressive policy of giving existing employees the opportunity to apply for vacancies and facilitate internal promotions wherever possible as development opportunities for colleagues.

Every vacant position will be advertised internally from the start of the application process.

The same selection process will be followed for existing employees and/or external applicants alike.

Depending on the requirements of the role some positions will only be advertised internally and only existing employees considered.

Depending on the requirements of the role existing employees will be considered alongside external applicants fairly and objectively and against the job description, person specification and competencies for the position, including attitudes and behaviours.

An employee wishing to apply for an advertised role must first discuss the application with his/her line manager, then complete the Internal Application Form and submit this to HR along with their CV.

If an internal applicant is dissatisfied with a recruitment decision in any way then the employee should



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contact HR and/or Line Manager. The recruiting manager will assist in providing detailed confidential feedback based on the job description and competencies for the role.



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Limm Skills Academy may, on occasions, decide to restrict advertisement to internal candidates only. Furthermore junior posts will always be advertised internally in the first instance, to provide continuous development of existing colleagues unless the Management team agrees that this is not appropriate due to the specialist skills required for the post involved.

Vacancies, which are restricted to internal candidates, will be clearly indicated on the advertisement.

Interview outcomes

Wherever possible candidates will be notified of the outcome of the face to face interview via telephone by the HR Department. HR will advise the candidate has or hasn't been successful and provide the appropriate feedback.

Job Offer Confirmation Form

Once a decision has been made on who the role will be offered to, the Hiring Manager will need to complete the Job Offer Confirmation form and return this to HR. HR will not make an offer to the candidate until this form has been completed.

Job Offer

Limm Skills Academy HR will issue agreed offer letters and contracts of employment so that they have the information they require to make an acceptance / rejection of the role. Candidates will be asked for confirmation of this by reply.

Rejection

If a successful candidate rejects the role, HR and the recruiting manager will discuss any possible changes to the role / package that MAY be offered to the candidate, in order to encourage them to accept the role. (Where a change has a financial impact, this will need to be authorized by the MD, before being offered to the candidate)

Unsuccessful Candidates

If a candidate has been unsuccessful in securing the role, HR will call them to discuss the outcome and provide constructive feedback. An email will be sent to advise the outcome ONLY if telephone contact has not been possible.

Feedback & Complaints

If a candidate feels they have been unfairly treated in the recruitment process, they are invited to set out their claims and evidence in writing to the MD. This is evaluated by SMT alongside the application, interview notes and other relevant documentation and they adjudicate.



Onboarding

Acceptance

Upon acceptance of the role, HR will liaise with the recruiting manager to plan a start date. HR will take up references at this time, and apply for an enhanced DBS check if appropriate for the role. The new colleague cannot commence employment until they have gone through reference and employment checks and the DBS has been returned.

HR will send a congratulations email and welcome pack via email. This pack will include:

- An electronic copy of the colleagues contract
- Colleague details form (which includes HMRC checklist)
- New Colleague Questionnaire
- Colleague Handbook
- Values link

Objectives & Induction Plan

All recruiting managers are required to complete the On-Boarding online form, set objectives and create an induction plan for their new recruit using the probation review form and the new starter induction booklet. These will be sent to the recruiting manager by HR and can also be found on Breathe HR.

Travel to Head Office for Home Based Colleagues

All new colleagues will be required to attend Head Office for at least their first day in order to meet their new colleagues, attend inductions and collect their equipment. If required HR will book a hotel, however this will need to be specified by the hiring manager on the job offer confirmation form.

First Day

On the new recruit's first day, the recruiting manager and HR will commence the induction, according to the plan prepared. Every induction will consist of several standard modules and several role-specific modules, including work shadowing if applicable. New colleagues will be issued with an induction pack, which contains the following:

- Job Description
- Induction Booklet
- Probation Review Form (Objectives)
- Pen, notepad and sticky notes
- Limm Skills Academy Lanyard

Walk round

The line manager will give the new colleague a tour of the building and introduce them to their new colleagues. The line manager will highlight where the fire escapes, break areas and bathrooms are, before ending the tour at the HR Office.

Paperwork



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If there is any paperwork outstanding then HR will request this from the new colleague and take copies where appropriate.



Pictures for ID

HR will take a picture of the new colleague, which will be used for their profile, Onboarding Questionnaire and their ID Card.

Once recruited, all new colleagues receive training and written guidelines to ensure they remain fully aware of our Safeguarding, Prevent Duty and Child Protection procedures.

Inductions & Essential Training

All new colleagues will be required to attend the following inductions:

HR

The HR Induction includes the following:

- Introduction to Limm Skills Academy & our history
- Our values – The Limm Skills Academy 4C's
- Policies & Procedures
- Standards of Conduct & Behaviour
- Presentation
- Performance Reviews
- Benefits
- Limm Skills Academy Trust
- Colleague Referral Program

Health & safety

The health & safety induction includes the following:

- Emergency Procedures
- Escape Routes & Fire Assembly Points
- Fire Extinguisher locations
- Fire Alarm Tests
- First Aid Facilities including names and locations of first aiders
- Accident Reporting
- DSE
- Manual Handling

Safeguarding

All new colleagues will undertake safeguarding training at induction, including on whistle-blowing procedures, to ensure they understand the safeguarding systems and their responsibilities, and can identify signs of possible abuse or neglect. This training will be regularly updated and will be in line with advice from our local safeguarding children board.

The DSO and deputies will undertake Prevent Duty, child protection and safeguarding training annually.

In addition, they will update their knowledge and skills at regular intervals and at least annually (for example, through e-bulletins, meeting other DSLs, or taking time to read and digest safeguarding developments).



Prevent Awareness

All new colleagues will receive training and written guidelines on safer working practices and reporting procedures if they suspect that a child or young person is at risk of harm.

All colleagues will have training on the government's anti-radicalisation strategy, Prevent, to enable them to identify children at risk of being drawn into terrorism and to challenge extremist ideas.

Colleagues will also receive regular safeguarding and child protection updates (for example, through emails, e-bulletins, NSPCC updates and colleague meetings) as required, but at least annually.

IT & Equipment

It is the responsibility of the recruiting manager to request IT set up and equipment using the onboarding online portal.

Probation

All colleagues are subject to a three month probationary period as a term of their contract.

Mentor

Every new recruit should be allocated a named buddy, who will NOT be the employee's line manager. The buddy should provide support and advice throughout the new recruit's probation period.

Exit interviews

All employees who leave the employment of Limm Skills Academy will have an exit interview with HR before their last day of employment.

Exit interviews provide the opportunity for departing employees to discuss their reasons for leaving.

The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of HR policies and practices.

The appropriate line manager and management will receive all appropriate information, such as recommendations made for change, or significant issues raised in the questionnaire, whilst bearing in mind confidentiality issues. The exit interview questionnaire will be retained with HR.

GDPR & Record Keeping

With the candidate's permission, application forms/ CVs, work history, qualification data where relevant and certified copies of original identity documents are securely retained on file for each individual during their time working with Limm Skills Academy and for a period of six years following their employment. It is then securely destroyed.

With the candidate's permission, information gathered for unsuccessful candidates is securely retained for a period of 6 months and then securely destroyed, unless a dispute is raised.

Review and Revision



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The Company reserves the right to rescind and/or amend this and all Company policies at any time.

If you have any questions related to the content of this policy or its interpretation should be directed to the HR Department.



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Appendix

Flow Chart of Processes

[processes to be inserted]

Forms & Documentation

[list of forms and documentation to be inserted]

I have read and understood E-Safety Policy.

Signature: _____

Print name: _____.

Date: _____