



RECRUITMENT POLICY

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RECRUITMENT POLICY

1. AIM

Mission 44 aims to attract, assess, and appoint the best candidates for roles, to promote equality of opportunity, and to build a skilled and diverse workforce that can achieve the mission and vision of the organisation, whilst upholding its values.

This policy aims to ensure that Mission 44's recruitment practices are fair, transparent, inclusive, and compliant with employment legislation and safeguarding requirements. It sets out Mission 44's approach to advertising, selection, interviews, offers, and pre-employment checks, while promoting equity, diversity, inclusion and belonging (DEIB) through best practice that reduces bias and widens access to opportunities.

2. SCOPE

This policy provides the framework for all recruitment and selection processes undertaken at Mission 44. It applies to all individuals involved in recruitment and selection, including hiring managers, HR, the Senior Leadership Team (SLT), and any external parties such as recruitment agencies or consultants. All those engaged in recruitment on behalf of Mission 44 have a responsibility to be familiar with the terms of this policy and to ensure they, their teams, and any external partners adhere to it at all times.

All decisions on recruitment and selection will be made solely on merit, based on skills, experience, potential, and alignment with Mission 44's values. Mission 44 is committed to ensuring that no individual is treated less favourably or disadvantaged on the basis of any protected characteristic under the Equality Act 2010.

Mission 44 is committed to opposing all forms of unlawful and unfair discrimination and to promoting fair, transparent, and inclusive recruitment practices carried out in a lawful, efficient, and cost-effective manner.





3. CONTEXT

This policy does not form part of Mission 44's contract of employment. Mission 44 may amend this policy at any time to remain compliant with legal requirements, safeguarding standards, and best practice.

4. POLICY APPLICATION

This policy applies to:

- All employees, trustees, contractors, volunteers, interns, agency workers, and partners engaged by Mission 44.
- All decisions to recruit must be approved by the CEO, or by the Chair of the Board in the case of CEO recruitment. This ensures that recruitment activity aligns with Mission 44's workforce planning, budget, and organisational priorities.

4.1 JOB DESCRIPTIONS

Mission 44 recognises that effective advertising and selection are essential to attract diverse, high-quality candidates and uphold safeguarding responsibilities. Job adverts will clearly state:

- Mission 44's commitment to diversity, equity, inclusion, and safeguarding.
- Be posted on a broad mix of platforms, including diverse channels (e.g., BME Jobs, LGBT Jobs, Disability Jobs).
- The job description will set out the responsibilities, accountabilities and scope of the job and itemises some of its main tasks.
- Where possible, an approximate percentage value is given to each main area to assist candidates in understanding how their time is likely to be spent if they secure the role.





4.2. ADVERTISING

Job adverts will be designed and placed to attract a wide and diverse group of suitable applicants. Care will be taken to ensure the language used is inclusive, accessible, and free from unintended bias or discrimination.

Mission 44 will provide job information in accessible formats where required to support equal access for all applicants. A comprehensive job information pack, including details about Mission 44, the role, and the recruitment process, will be shared with applicants.

All adverts will comply with relevant employment legislation and safeguarding requirements, including the Disclosure and Barring Service (DBS) where applicable.

- All vacancies will be circulated internally before posting externally.
- Job descriptions must be reviewed by HR to ensure inclusive language and alignment with Mission 44's values.
- Applications are managed via Applicant Tracking Systems, with anonymised screening in the early stages to reduce bias.

4.3. SELECTION

All applications received before the closing date will be considered for shortlisting.

- Each candidate's suitability for the role will be assessed objectively against the requirements set out in the person specification, using a structured scoring system.
- Candidates who are shortlisted for interview will be notified in good time and invited to share any adjustments or support they may require to fully participate in the interview process.
- An applicant's disability, or the potential need to make reasonable adjustments to facilities or working arrangements if they are successful, will not disqualify or adversely affect their chances of being shortlisted or offered a role.
- Shortlisting will be carried out by at least three panel members using a structured scoring matrix.
- Interview panels will be diverse, structured, and use agreed interview kits with consistent scoring.
- Applicants not selected for shortlisting will be notified, normally by email.





4.4. AGENCIES

Where recruitment agencies or external consultants are engaged, they must operate in line with Mission 44's Recruitment Policy and demonstrate commitment to safeguarding, equity, diversity, inclusion and belonging (DEIB).

All candidates sourced by agencies will be required to complete Mission 44's standard recruitment and vetting processes, including pre-employment checks.

4.5. INTERVIEWS

The purpose of the interview is to assess each applicant's suitability for the role against the criteria set out in the person specification. All candidates will also be asked about their commitment to Mission 44's values and to equity, diversity, inclusion and belonging (DEIB), and how they would reflect these principles in their work.

Mission 44 normally operates a three-stage interview process:

1. **First interview** – Online, skills and values focus.
 2. **Second interview** – In-person, with a task or presentation.
 3. **Final interview** – With the CEO, focusing on leadership and culture.
- Where tests or tasks are included as part of the process, they will be directly relevant to the job description and justifiable against the criteria in the person specification.
 - The interview panel will aim to notify the successful candidate, usually by telephone, at the earliest opportunity.
 - This verbal offer will be followed by a confirmation email and offer letter outlining next steps.
 - Unsuccessful applicants will be notified by email, and where possible by telephone, and will be offered the opportunity to receive constructive feedback.
 - If a candidate has concerns about how the process was conducted, they may raise these with the People & Culture Manager, who will review the matter and respond in line with Mission 44's policies.

4.6. SAFEGUARDING

Recruitment at Mission 44 forms part of our wider safeguarding approach. All staff, trustees, volunteers, and partners have a responsibility to ensure that children, young people, and vulnerable adults are protected from harm.





Mission 44 applies safeguarding practices to all roles, with checks proportionate to the level of contact or responsibility.

4.7. PRE-EMPLOYMENT CHECKS

A reference will always be sought from the selected candidate's current employer, or their most recent employer if not currently employed. Referees will normally be contacted by Mission 44 in writing (usually by email) once the candidate has provided their consent. Any offer of appointment is conditional on satisfactory completion of pre-employment checks, including:

- **References** – Two professional references, including the most recent employer.
- **Right to Work** – Verification of identity and eligibility to work in the UK.
- **DBS/Background Checks** – this may include:
 - UK Basic DBS check (or enhanced if required).
 - Employment history verification.
 - Global fraud and sanctions search.
 - Social media and credit checks (where relevant).
- **Overseas Checks** – Candidates who have lived or worked abroad may be required to provide additional documentation, such as overseas police clearance.
- If references are not satisfactory, Mission 44 may seek clarification directly with the referee, including by telephone. If concerns remain following clarification, a conditional offer may be withdrawn.
- No individual will commence employment, volunteering, or have access to confidential data until all required pre-employment checks, as set out in Mission 44's vetting and safeguarding procedures, have been completed.
- Where criminal convictions are disclosed, a candidate will not automatically be excluded. Decisions will be made on a case-by-case basis, taking into account the nature of the offence, its relevance to the role, and any identified risks.

4.8. OFFERS AND ONBOARDING

Once all required pre-employment checks have been completed and satisfactory references obtained, the following steps will be taken:

- A start date will be agreed with the candidate.
- Arrangements will be made for them to be added to payroll and provided with the necessary employment documentation.
- An induction programme will be arranged in line with Mission 44's Onboarding and Induction Toolkit.





- All new employees will normally be appointed on a six-month probationary period. A formal review will take place at the mid-point (around three months) and again at the end of probation to confirm whether the appointment is successful, extended, or not confirmed. Feedback and support will be provided throughout this period.

4.9. EQUALITY, DIVERSITY, INCLUSION AND BELONGING (DEIB)

Mission 44 is committed to embedding DEIB throughout recruitment:

- Our ATS is configured to hide names, photos, contact info and social profiles during application to create 'blind recruitment'.
- Panels must be diverse wherever possible and should differ between stages.
- The Youth Advisory Board will be involved where relevant.
- If an external agency is used, the agency must evidence DEIB processes and provide diverse slates; HR will review their process and outcomes before engagement.
- Job descriptions must be gender-decoded and accessible.
- Each campaign must include at least two DEIB-focused recruitment channels
- The Equal Employment Opportunity (EEO) survey is used to monitor candidate demographics (anonymous and optional).
- Structured interview kits and 5-star scoring are required to reduce bias and ensure comparable evidence across candidates
- Reasonable adjustments will be made at every stage of the recruitment process.

4.10. DATA PROTECTION

- Recruitment records (applications, interview notes, references, and checks) are stored securely in line with GDPR.
- Candidate information is only accessible to HR and relevant hiring managers.
- Data is retained only for as long as necessary and then securely destroyed.

4.11. CONTINUOUS IMPROVEMENT

- HR will collect feedback from candidates and hiring managers to review and refine recruitment practices.
- The Recruitment Policy will be reviewed annually, alongside the Recruitment Toolkit and Onboarding processes, to ensure alignment with organisational needs and best practice.

