

EMPLOYMENT POLICY

Recruitment & Selection

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1. Scope & Purpose

- 1.1 This policy sets out Lothian's approach to recruitment and selection. Good recruitment practices help to identify talent while also promoting the organisation as an employer of choice. Regardless of the outcome, the experience should be a positive one for all candidates, which in turn helps to build a positive reputation as an employer.
- 1.2 This policy should be applied when recruiting for any position within Lothian.

2. Definitions

- 2.1 Applicant Tracking System (ATS) – a recruitment system or software that allows employers to manage their recruitment process electronically. These systems are particularly useful when processing large numbers of applications. An ATS also allows invitations to interview and recruitment related correspondence to be sent and received immediately.
- 2.2 Employee Assistance Programme – a confidential service offered by an employer to employees, usually providing short-medium term counselling services and support. Lothian engage the services of CRISIS Counselling and Training Services, which is an external and completely confidential service offering a wide range of professional counselling support from general counselling to specialist counselling such as Cognitive Behavioural Therapy (CBT).
- 2.3 Protected Characteristics – there are currently 9 protected characteristics, including age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity, which are protected by law under the Equality Act 2010. Every effort is made to ensure that our recruitment process is accessible to all and welcomes and encourages applications from all parts of our society.
- 2.4 PCV Licence – the type of licence that must be held in order to drive a passenger carrying vehicle.
- 2.5 Agency worker - an agency worker is an individual who is contracted to an employment agency and is then assigned to work with one or more of that employment agency's clients.

3. Key Principles

- 3.1 Our key recruitment principle is that every individual being considered for a position within the organisation will be assessed on merit. Undertaking a recruitment exercise allows us to introduce new talent into the organisation and promote talented people from within and we will always do so on merit, ensuring that the successful candidate is the best person for the job. Characteristics such as age, gender or sexual orientation will have no bearing on a candidate's application for a position within the company.

- 3.2 It may not always be necessary to advertise vacancies externally however in the interests of encouraging and developing our own talent all vacancies will be advertised internally unless exceptional circumstances apply.
- 3.3 During the recruitment process and wherever possible, adjustments will be made to allow candidates with a disability to fully engage with us and perform to the best of their abilities without facing disadvantage.
- 3.4 Information relating to a candidate's protected characteristics will be collected for reporting purposes, to analyse our candidate profile and to monitor diversity. All such information is then held separately within our ATS for the purpose of providing anonymised statistical data and does not form part of the application provided to hiring managers.
- 3.5 Records relating to a candidate's application, such as;
 - interview notes, must be completed in full and signed by interviewer.

All notes should be returned to the Recruitment Team on completion of the recruitment process. In line with our Records Retention Schedule, the recruitment records of unsuccessful candidates will be held for up to six months before being confidentially destroyed. A successful candidate's recruitment records will form part of their employment file.

- 3.6 Information held on a candidate will only be used for the purpose for which it was obtained.
- 3.7 As part of our recruitment process all external applicants will be required to take a substance test, which will be carried out by a member of staff who is trained to administer these tests. Progression through the remainder of the recruitment process will be dependent on a negative substance test.
- 3.8 All new employees will receive a welcome pack, providing the necessary new starter documentation that will require completion within the first few days of employment as well as information on services available such as the Employee Assistance Programme and the benefits available through MyLothian. New employees will also attend a corporate induction, which will be organised and co-ordinated by the Recruitment Team.

4. Procedure

- 4.1 External applicants must apply for a position within the organisation through our ATS. Applications will usually be made via an application form however hiring managers can also accept a Curriculum Vitae (CV) and/or covering letter if they prefer. Internal candidates will usually be required to submit a CV and covering letter to the appropriate email address, provided on the advert.
- 4.2 All external candidates being considered for a position within the company will be required to provide proof of their right to work in the UK. All documents must be original and usually a birth certificate, proof of national insurance or a UK passport is required. All non-UK nationals must provide UK Government share code or Immigration documents in accordance with current legislation a copy made with a note of the date that the original was checked and copied. For more advice on this matter please contact a member of the Recruitment Team.

4.3 While the recruitment process for all vacancies will begin in the same way, the nature of the vacancy will determine the process followed thereafter. The procedure for filling driving positions and non-driving positions is set out below.

4.4 Bus Drivers

4.4.1 When recruiting bus drivers, we will either recruit qualified drivers, who already hold a PCV licence, or trainees who, as part of the recruitment process, will receive a provisional category D licence and will then be trained within our dedicated training school.

4.4.2 The total number of drivers in our employment is closely monitored and we recruit throughout the year to ensure we reach or maintain our driver establishment.

4.4.3 As a business we transport many thousands of customers to their destination every day so when recruiting bus drivers their driving ability is critical to us. Candidates will be asked whether they have penalty points or convictions on their licence and the reason for these points. Depending on the nature of the offences, candidates may not be progressed further. For more information on this please refer to Appendix A.

4.4.4 The driver's seat within each bus will have an upper weight limit and while this may vary from model to model, we will apply a criterion that requires candidates to be below 22 stone/139kg to help maintain the lifetime of the seat.

4.4.5 Unless exceptional circumstances apply, drivers who were previously employed within East Coast Buses or Lothian Country, who apply to return to a driving position within the organisation, will firstly be considered for East Coast Buses or Lothian Country. In line with the Internal Transfers and Secondments policy, on their return to the organisation drivers can apply to be placed on the transfer list, for a transfer to Lothian City, should they wish.

4.4.6 Applicants who have previously been employed by the Lothian Group, anywhere within the business, and who were dismissed for gross misconduct in the past 3 years, will not be considered for re-employment.

4.4.7 Where a driver who was previously employed within the Lothian Group (based within a city garage, East Coast buses, Lothian Country or Eve Coaches) applies to return to the business, their previous accident, attendance and disciplinary record will be taken into account when considering their application to return.

4.4.8 Former employees who have left the company can apply for a position within the company after a minimum period of 12 months. In exceptional circumstances, hiring managers may consider an application earlier where there is a valid reason to do so. For example, applications may be considered earlier where employees decide to retire, and return to work in a part-time role.

4.4.9 The recruitment process for trainee drivers and qualified drivers has many of the same component parts, as set out below.

4.5 Trainee Drivers

4.5.1 Initial Sifting

- As part of their initial application, candidates will be asked up to 3 questions to help determine their suitability for the position. If, for example, a candidate has not held a full UK driving licence for one or more years, their application will not be progressed further and they will be advised accordingly.
- Additional questions are also included in the application form and the answers provided will help us to determine the candidate's suitability. If considered suitable at this stage they will be invited to attend an Assessment Centre.
- Driving Licence checks and right to work checks are completed when attending assessment centre day.

4.5.2 Assessment Centre

The Assessment Centre for trainees consists of:

- Trainability test – this test helps determine a candidate's ability to learn and retain information. Trainees will spend a number of weeks in training learning to drive a bus safely and professionally and this requires them to retain significant amounts of information.

Candidates who are unsuccessful at this stage must allow six months to pass before reapplying, as they cannot sit the trainability test within six months of their previous attempt.

- Interview – professional bus drivers require many different skills including great communication skills and the ability to stay calm under pressure. During the recruitment process candidates will be interviewed to determine their transferable skills and experience as well as their overall suitability for the role.
- Medical Assessment - trainee bus drivers require a provisional PCV licence in order to drive our training buses. Candidates who have passed the trainability test and interview will undergo a medical, conducted by a doctor, in line with the DVLA Group 2 medical. The relevant paperwork is then sent to the DVLA for processing.
- Candidates who pass the trainability test and interview are then given access to an online study application, allowing them to study some of the mandatory DVSA driver training modules prior to joining. The online application can be studied when it's most convenient for each candidate and informs us when they are ready to sit the test.
- Once the candidate has received their provisional licence from the DVLA and they are ready to sit the online DVSA tests, arrangements will be made for them to do so.
- Prior to taking the online DVSA tests a pre-employment substance screening will be undertaken.
- Once the candidate has successfully passed DVSA tests, uniform sizing will

be undertaken at this stage.

4.5.3 Provisional Offer and References

- A written provisional offer of employment will then be made. The offer is provisional on the basis that we require satisfactory employment references and or HMRC employment history covering the past 3 years of the candidate's working life. Candidates who have not been in employment during this time, for example students, are permitted to provide character references from those who can comment on their personal abilities and strengths. Character references from family members cannot be accepted.

4.5.4 Contract of Employment and Onboarding

- On completion of the aforementioned steps, a contract of employment will be issued and arrangements made for onboarding.
- All new employees must attend a corporate induction. For qualified PCV licence holders this will usually take place on their first day, for trainee drivers will be once they have passed the practical driving test.

4.6 **Qualified PCV Bus Drivers**

The process for recruiting candidates who are already PCV licence holders is broadly similar, with the following exceptions:

- Assessment Centres will not include the trainability test however it does include a practical driving assessment and a theory exam, to test the applicant's driving knowledge and skills.
- Prior to the practical driving assessment, a pre-employment substance screening will be undertaken.
- While a full Group 2 medical will not be required, qualified PCV drivers will be required to complete an on-line pre-employment medical questionnaire which will be assessed by our occupational health provider.

All other steps within the recruitment process will be as set out in the trainee driver process, including the requirement for references to be taken up prior to a contract of employment being issued.

4.7 **Non-Driver Recruitment**

4.7.1 Prior to Advertising a Vacancy

- Prior to advertising a post that is not currently budgeted for, a business case OM120 form must be submitted to the functional director for approval – please refer to Appendix B for the OM 120 Business Case.
- Once approved, the manager should complete the Recruitment Information form, OM XXX providing details of the vacant post i.e., salary, location, hours

of work and submit it to the recruitment team so that the job can be advertised – please refer to Appendix C for the Recruitment Information form.

- A current Job Description should be available as candidates may request a copy.
- Once approval is granted the advert will be uploaded to the ATS. All vacancies should be advertised internally however managers may also choose to advertise externally at the same time. Where they do, the advert will automatically be posted on a number of external 'job boards' when uploaded to the ATS.
- As with the driver recruitment process, candidates for non-driving positions will usually be required to answer pre-screening question(s) as part of their online application. As a minimum, and in line with our legal obligations, all candidates will be asked to confirm that they have the right to work in the UK. The hiring manager can add two further questions, to help determine a candidate's suitability for the position.
- Managers have the option to set up to 3 questions that each candidate must answer as part of their application. Each candidate records their answer to each question and the completed video is then available for the hiring manager to view on the ATS. This can be particularly useful where specific skills or experience are required as it allows the hiring manager to focus on these and shortlist for interview those who appear to meet the criteria.

4.7.2 Selection (Assessments and Interviews)

- Wherever possible, managers will not interview a candidate(s) on their own, a second interviewer should be present. Ideally the panel should have a gender mix however this may not always be possible.
- Interviews will focus on the requirements of the position and the experience, knowledge and skills needed to perform effectively in the role. All candidates being considered for a role will be asked the same questions at interview although the follow up questions will depend on the answers provided to the standard questions. A list of the questions asked should be held on file along with the recruitment paperwork.
- All notes taken during an interview should be held on file and can be useful for providing feedback on an unsuccessful candidate's interview performance. Any such records should be held for six months before being confidentially destroyed.
- Candidates may be required to complete an assessment(s) as part of the recruitment process, such as psychometric tests, presentations or job-related exercises. Candidates will be informed of this in advance.
- Managers are encouraged to provide feedback if requested. Candidates have often gone to great lengths to prepare for an interview and may request feedback on how they performed.

4.7.3 Provisional Offer

Once the successful candidate has been chosen the hiring manager should speak with a member of the Recruitment Team to arrange for a provisional offer of employment to be issued. The offer will be subject to the satisfactory completion of:

- a pre-employment medical questionnaire
- a Night Workers Assessment, where night work forms part of the role
- receipt of satisfactory employment references and or an HMRC employment history covering the past 3 years. Please refer to paragraph 4.5.3 for further information on the provision of character references;
- Pre-employment substance test (where the post is deemed high risk or safety critical).

4.7.4 Contract of Employment and Onboarding

- On completion of the aforementioned steps, a contract of employment will be issued and arrangements made for onboarding.
- All new employees must attend a corporate induction to help them settle into the organisation and learn more about Lothian. The hiring manager will be notified of the date of the first available induction day following the candidate's start date. Managers will ensure that, unless exceptional circumstances arise, the corporate induction is attended.

4.8 **Agency Workers**

4.8.1 Agency workers can help with projects or provide cover during periods of absence or where there is an unusually high volume of work in a particular department or area. Managers who are considering engaging an agency should discuss this with their Director/Departmental head for approval. Agency support should then be accessed via the Recruitment Team.

5. **Linked Policies**

- Internal Transfers and Secondments policy
- Drug and Alcohol Policy
- Data Protection Policy

5.1 This policy will be reviewed on an annual basis and/or amended in line with changes to legislation or where procedural change is beneficial.

6. Version Control

Version No.	Date of Change	Change made by	Key Amendments
V1.0	26/02/2019	K Webber	Published
V1.1	05/04/2019	K Webber	New section: Driver Transfers
V1.2	13/10/2020	D Nicolson	Various updates
V 1.3	29/03/2022	T Bork	Updated primarily to reflect changes made to the driver recruitment process and change to driving experience required (two years to one).
V 2.0	12/04/2024	P Toner	Updated to reflect non driver recruitment being undertaken by recruitment team. Updated policy regarding rehiring former employees Additional section "Refer a Friend" Changes to the Non-Driver "Request to recruit" process Changes to Appendix B Business Case Introduction Appendix C Recruitment Information Form
V 3.0	04/07/2025	P Jardine	Amendment to 4.6 to state substance test will be undertaken before driving assessment. "Refer a Friend" Scheme (previously section 5) removed.

Recruitment Policy - Driving Codes

The list below contains driving codes which may affect a candidate's application for a driving position within the company, either because it places them above the 6-point threshold or reflect an offence which would cause us to be concerned about their ability to safely carry our customers.

Where an offence is recorded on a candidate's driving record for a set period of time, we would not progress their application for a driving position until the violation code(s) have fully cleared from their driving licence.

This is not an exhaustive list and Lothian reserve the right to reject any candidate who holds a conviction that the company does not consider appropriate for those employed in driving positions.

AC10	Failing to stop after an accident.
AC20	Failing to give particulars or report an accident within 24 hours.
AC30	Undefined accident offence.
BA10	Driving while disqualified by order of court.
BA30	Attempting to drive while disqualified by order of court.
BA40	Causing death by driving while disqualified.
BA60	Causing serious injury by driving while disqualified.
CD10	Driving without due care and attention.
CD20	Driving without reasonable consideration for other road users.
CD30	Driving without due care and attention or without reasonable consideration for other road users.

CD40	Causing death through careless driving when unfit through drink.
CD50	Causing death by careless driving when unfit through drugs.
CD60	Causing death by careless driving with alcohol level above the limit.
CD70	Causing death by careless driving then failing to supply a specimen for alcohol analysis.
CD80	Causing death by careless, or inconsiderate, driving.
CD90	Causing death by driving: unlicensed, disqualified or uninsured drivers.
DD10	Causing serious injury by dangerous driving.
DD40	Dangerous driving.
DD60	Manslaughter or culpable homicide while driving a vehicle.
DD80	Causing death by dangerous driving.
DD90	Furious driving.
DR10	Driving or attempting to drive with alcohol level above limit.
DR20	Driving or attempting to drive while unfit through drink.
DR30	Driving or attempting to drive then failing to supply a specimen for analysis.
DR31	Driving or attempting to drive then refusing to give permission for analysis of a blood sample that was taken without consent due to incapacity.
DR61	Refusing to give permission for analysis of a blood sample that was taken without consent due to incapacity in circumstances other than driving or attempting to drive.

DR40	In charge of a vehicle while alcohol level above limit.
DR50	In charge of a vehicle while unfit through drink.
DR60	Failure to provide a specimen for analysis in circumstances other than driving or attempting to drive.
DR70	Failing to provide specimen for breath test.
DG10	Driving or attempting to drive with drug level above the specified limit.
DG60	Causing death by careless driving with drug level above the limit.
DR80	Driving or attempting to drive when unfit through drugs.
DG40	In charge of a vehicle while drug level above specified limit.
DR90	In charge of a vehicle when unfit through drugs.
LC30	Driving after making a false declaration about fitness when applying for a licence.
LC40	Driving a vehicle having failed to notify a disability.
LC50	Driving after a licence has been revoked or refused on medical grounds.
UT50	Aggravated taking of a vehicle

OM120



Business Case

For any unbudgeted spend of more than £1,000, please complete this form and attach any other relevant information.

Name: _____ Date: _____

Additional Resource /Item/Process (Provide detail and describe why this is required)	
Options Considered (Detail any other considerations in arriving at this decision)	
Benefits (Outline the benefits to the business)	
Timescales (How long will this take to implement)	
Costs (Detail salary costs, upfront costs, any yr on yr costs, any annual savings)	
Expected Return (Detail any payback period)	
Risks (Detail any risks)	

Signed

Functional Director _____

Finance Director _____

Managing Director
(if over £20,000) _____

Recruitment Information Form

OM 139

Please complete and return to the Managing Directors Executive Assistant for all non-budgeted or monthly paid roles. Please include an up-to-date job description.

POST INFORMATION							
Job Title							
Location (Dept/Garage)							
Contract Type	Perm / Temp / Seasonal			* If Temp or Seasonal, please confirm proposed end date:			
Working Status	Full Time / Part Time						
Working Pattern	<input type="checkbox"/> Monday – Friday <input type="checkbox"/> 5 over 7 days <input type="checkbox"/> Shift Pattern* <input type="checkbox"/> Other*			*If shift pattern / other, please specify:			
Working Hours	Total hours of work per week (without breaks)		Hours of work per day (without breaks)		Start Time / End Time		Unpaid break entitlement (e.g. lunch break)
Reporting To							
Salary / Hourly Rate							
Eligible for Overtime	Yes / No			*If eligible please specify overtime rate i.e. flat rate / £ per hour:			
Holiday Entitlement				Inclusive of Public Holidays?			
Pension Scheme	<input type="checkbox"/> Scottish Widows Scheme (Auto Enrolment Pension) <input type="checkbox"/> Scottish Widows Scheme (Management Pension)						
Company Sick Pay Allowance	Sliding scale sick pay allowance						



EastCoastbuses Lothiancountry 

EDINBURGH BUS TOURS LOTHIAN MOTORCOACHES

Notice Period	4 weeks / 1 month / 3 months		
Additional Requirements			
Proposed Start Date			
First Day Arrangements	<i>Please state below the preferred first day arrangements. i.e. preferred start time and who the new start should report to on their first day. Please note all new starts must attend the H&S induction on their first day and attend a corporate induction (the People Team can advise on dates for attending)</i>		
RECRUITMENT PROCESS			
Please note that all roles are advertised internally on our noticeboards and the Company website as a minimum requirement.			
Recruitment Methods	Internal / Internal & External	<i>*If internal only, please state where applications should be sent (normally careers@lothianbuses.co.uk)</i>	
Closing Date			
Interview and Interview Dates	<i>Please provide proposed dates and times for interview.</i>		
Assessment Day Availability* *if applicable	<i>All assessment days will be held at Longstone unless otherwise stated, please provide availability.</i>		
Please take into consideration the approval sign off process when considering the above details			
Hiring Manager Name			
Hiring Manager Job Title			
Signature		Date	

