

HUMANISE SOLUTIONS

Elevating People · Official Policy (Effective 1 January 2026)

Staff Development and Selection Process

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Approved by	Scott Ward (CEO)
Policy owner	CEO

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CITY & GUILDS ASSURED ALIGNMENT

Safer recruitment and robust selection, including identity, right-to-work and DBS checks and verification of competence, protect learners and support the staffing quality and consistency expected under City & Guilds Assured provision.

1. Purpose and principles

This process sets out how Humanise Solutions recruits, selects, develops and retains staff and associates. It is built on the principles of safer recruitment, fairness and equality of opportunity, and the appointment of people with the right values, competence and commitment to deliver high-quality, safe provision. It applies to all recruitment to employed and associate roles.

2. Job description and advertising

Each role has a clear job description and person specification setting out the purpose, key responsibilities, reporting line, required qualifications and competence, and – where relevant to our specialist approach – valued experience such as elite sporting or coaching backgrounds. Roles are advertised inclusively to attract a diverse field of applicants, and the safeguarding responsibilities of the role are made clear from the outset.

3. Application review and shortlisting

A hiring committee – Scott Ward and Serena Kersten with relevant department heads – reviews applications against the person specification, focusing on professional background, transferable skills and alignment with our values. Shortlisting is recorded and based on consistent, objective criteria.

4. Interviews and assessment

First-round interviews, led by Serena Kersten, assess professional competencies and experience and explore how a candidate's background contributes to the role. Second-round interviews, conducted by Scott Ward and Serena Kersten, explore experience in depth and include a behavioural assessment of alignment with our culture and values. Interview questions are planned, applied consistently and recorded.

5. Pre-employment and safer-recruitment checks

Before an appointment is confirmed, we carry out the following checks, in line with safer-recruitment practice:

- Verification of identity and the right to work in the UK.
- Receipt of satisfactory references, normally including the most recent employer.
- Exploration of any gaps in employment history.
- Verification of relevant qualifications and professional registrations.

- A DBS check at the appropriate level, enhanced where the role is learner-facing or involves regulated activity.

Offers are made conditional on satisfactory completion of these checks, and information is handled confidentially in compliance with data protection law.

6. Final selection and feedback

Scott Ward and Serena Kersten make final hiring decisions based on the interviews, references and check outcomes, recording the rationale. Constructive feedback is offered to candidates who are not selected, maintaining positive relationships for the future.

7. Induction and probation

All new starters complete a structured induction (see the Induction Process), including safeguarding, and serve a probationary period with clear expectations and review points to confirm suitability for the role.

8. Ongoing development, CPD and performance

We invest in continuous professional development aligned to role and to quality-assurance findings, including coaching and observation feedback. Regular performance reviews assess contribution, identify development needs and support career progression. Development activity is recorded as part of our quality-assurance evidence base.

9. Mentorship

New hires are paired with an experienced mentor for guidance and support, helping to integrate their skills and embed our delivery methodology consistently.

10. Equality, records and review

Recruitment and selection are conducted in line with our Equality, Diversity and Inclusion Policy, with decisions based on merit and need. Recruitment records are retained securely in line with our retention schedule. This process is reviewed annually, or sooner if legislative or operational requirements change, and refined based on feedback and outcomes.