

Recruitment and Selection Policy

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1 Purpose

The company is committed to a policy of treating all of its employees and job applicants equally and to recruit the best person for each vacancy. No employee or potential employee shall receive less favourable treatment or consideration during the recruitment and selection on the grounds of race, colour, religion or belief, nationality, ethnic origin, sexual orientation, gender, age, disability, marital status, or part time status or will be disadvantaged by any conditions of employment that cannot be justified as necessary on operational grounds

2 Scope

The policy is applicable to the recruitment and selection of all employees engaged to provide services to the organisation, irrespective of whether such a contract is for a temporary, fixed term or is of a permanent duration. The policy will be made available to all employees and applies to all internal and external recruitment. The policy also applies to contractors for contracts for services.

3 Policy Statement

This policy seeks to ensure that the best candidate is chosen for each job vacancy regardless of sex, race, disability or other personal characteristics. Existing employees will be invited to apply for transfer and promotion opportunities wherever possible. The organisation aims at all times to recruit the person who is most suited to the particular job. Recruitment will solely on the basis of the applicant's abilities and individual merit as measured against the criteria for the job. Qualifications, experience and skills will be assessed at the level that is relevant to the job.

It is the organisation's policy that line managers are responsible for recruitment (in conjunction with the Human Resources Department). A line manager who wishes to recruit someone must first obtain approval from their line manager. Where recruitment is planned to fill a vacancy created by a leaver, approval will normally be granted automatically. If, however, the line manager wishes to upgrade a post, or create a new post, justification for this must be presented to their line manager.

4 Recruitment and Selection Procedure and Guidance Notes – Safer Recruitment and Safeguarding Vulnerable Groups

The organisation is committed to Safeguarding and promoting the welfare of children and vulnerable adults and expects all staff and volunteers to share this commitment.

These guidelines have been developed to ensure that safer recruitment practices are carried out across the Organisation, ensuring that we are fulfilling our responsibility of ensuring that the

children, young people and vulnerable adults that use our services are as safe as possible. These guidelines comply with the safe recruitment recommendations of the Bichard Enquiry (2004) into the Soham Murders and Choosing with Care Warner report (1992).

The safe recruitment process is an important aspect of protecting children and adults at risk of harm and keeping them safe. It applies to all employees who have contact with, and access to them, and equally to volunteers and paid employees. They both have access to children and adults at risk of harm using our services. They are also people who children and adults at risk of harm see as safe and trustworthy.

In the recruitment of staff and volunteers it is important to gather evidence from a range of sources, e.g. previous employment and life histories, references, interviews, DBS checks, qualifications and health questionnaires. All information must be rigorously checked as those already involved in abuse or those disposed to do so, are extremely difficult to identify. All employees must do their utmost, through good practice and vigilance, to make it as difficult as possible for abusers to obtain access to children and adults at risk of harm. The recruitment process must be a consistent and thorough process of obtaining, collating, checking, evaluating and analysing all data from and about applicants.

Supplementary guidance is available on the following aspects of the recruitment process and can be found in the following policies:

- Disclosing and Barring
- Employing Foreign Nationals
- Recruiting Ex-offenders
- The use of Agency Workers
- Safer Recruiting Guidelines

The process of recruitment and selection is a whole set of tasks that need to be completed in order to ensure that the appropriate person with the skills is selected to fill the vacancy. The process is necessary because people vary in their skills, knowledge and abilities and jobs vary in the level of demand they place on these requirements.

To ensure that everyone is given an equal chance and help reduce the risk of discrimination, the process must be used for all vacancies. At all stages of the recruitment process, care must be taken to ensure that there is no direct or indirect discrimination and attention is drawn to the Equal Opportunities policy.

5 The Recruitment and Selection Procedure

5.1 Confirm the Vacancy

Firstly, there is a need to identify whether or not a vacancy for a new employee exists. The person responsible for filling the vacancy should assess the alternatives before commencing the recruitment process. For example, can the work be re-organised to create two-part time instead of one full time job? Would a member of staff currently working part time like to increase their hours? All proposals should be discussed with the line manager.

Line managers have authority to recruit in order to maintain staffing establishments agreed within the contracts. Any proposals to create new positions must be discussed with the Regional Operations Director.

5.2 Internal Vacancy Circulation

It is the organisation's policy that all new vacancies will be posted weekly throughout the organisation and placed in a prominent place to enable all employees to be encouraged to apply for vacant posts if they have the appropriate qualifications, experience and skills.

5.3 Analyse the Job

All posts within CareTech have a Job Description, which is held centrally. The contents of the Job Description are reviewed and up-dated as required. However, if the post is new the following information is required to assist in the preparation of the Job Description.

1. The job title: provides an indication of the function in which the job falls and its level within that function. Care should be taken to ensure a reasonable level of consistency, both within the area and CareTech generally.
2. Location: should detail the area within CareTech.
3. Dimensions of the job: the line manager the post reports to and the positions reporting into the post.
4. The purpose of the job: an outline of the objectives of the position and what CareTech requires from the successful candidate. This describes the overall duties of the job and conveys a broad picture, which will easily identify it from other posts and establishes the role of the post.
5. The principal duties and responsibilities: a list of the major tasks that the jobholder would perform with reference to any responsibility levels/limits of authority.
6. Specific tasks: details of any specific tasks to be performed and the working methods required to achieve them.
7. Communication and working relationships: details of responsibilities with regard to communications (internal and external) and their working relationships.

5.4 Attracting Candidates

There are various methods of attracting candidates, for example local/national advertisements, job centres, internet job boards, employment agencies, radio etc. Consideration is given as to which method will attract the best results.

5.5 Advertising of Vacancies

Where the job is to be advertised, the proposed advertisement must be submitted to the Recruitment Department for approval. Managers should also consider (and discuss with the Recruitment Department) the most cost effective method of advertising.

5.6 Equal Opportunities

The organisation is committed to applying its equal opportunities policy at all stages of recruitment and selection. Shortlisting, interviewing and selection will always be carried out without regard to gender, gender reassignment, sexual orientation, marital or civil partnership status, colour, race nationality, ethnic origins, religion or belief, disability, age, pregnancy or maternity leave or trade union membership.

5.7 People with Disabilities

Any candidate with a disability will not be excluded unless it is clear that the candidate is unable to perform a duty that is intrinsic to the role, having taken into account reasonable adjustments. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of his/her disability.

5.8 Employment of Ex-offenders

The company's written policy on the employment of ex-offenders is made available to all disclosure applicants at the outset of the recruitment process. as defined in the Rehabilitation of Offenders Act 1974.

5.9 Applicants from Overseas

All elements of the recruitment process and the pre-employment checks should be applied to applicants from overseas in the same way as to applicant's resident in the UK, but extra time will need to be allocated to obtaining references, and checking applicants' qualifications and possible criminal records. In addition, all applicants will need to establish that they have the right to work in the UK.

In all cases, where an applicant has worked or been overseas in the previous five years, we should, where possible obtain a check of the applicant's criminal record from the relevant authority in that country. Not all countries provide that service, however the DBS website now includes a list of those countries that do and details of how information can be obtained from those countries.

In cases where a criminal record check is not possible, particular care must be taken with the other required checks, especially those of identity and qualifications, and to obtain satisfactory references.

5.10 Conducting Interviews

Line managers conducting recruitment interviews will ensure that the questions that they ask job applicants are not in any way discriminatory or unnecessarily intrusive. The interview will focus on the needs of the job and skills needed to perform it effectively. A record of every recruitment interview must be made and passed to the Recruitment Department to be retained for a suitable period of time. On no account should any job offer be made during or at the end of an interview.

5.11 Assessments

Certain Assessments will be used as part of the recruitment process, and only those approved by the Recruitment/HR Department. Any test used must have been validated in relation to the job, be free of bias, and be administered and validated by a suitably trained person.

5.12 Health Declarations

Following an offer of employment, all applicants are asked to complete a 'pre-employment health questionnaire', which is confidential between the applicant and the HR department. The purpose of this screening is to ensure that applicants are assessed prior to and for employment to ensure that they are fit for the position they are applying for and are placed in appropriate work.

An offer of employment is conditional upon the satisfactory outcome of a pre-employment medical assessment, in some circumstances applicants may be referred to an Occupational Health specialist, in determining the fitness of the applicant for as part of the conditional offer of employment.

5.13 Written References

Once the application form is checked by the Recruitment Coordinators written reference requests are sent to referees as below:

A minimum of 2 references from current or previous employers - during the last 5 years, irrespective of the number of organisations the candidate worked for, and must equal or exceed the 5 Year timescale (as recommended in the Bichard Inquiry Report and Choosing with Care, Warner report).

Where a person has been previously employed in a position whose duties involved working with children or vulnerable adults, satisfactory verification, so far as reasonably practicable, of the reason why the candidate's employment in that position ended, irrespective of how long ago that employment ended.

Where it is not possible to obtain employer references or a candidate has not worked in a paid capacity previously, they will be asked to provide details of educational establishments or any voluntary work or, in exceptional cases, a character reference from other activities is acceptable.

To Whom It May Concern references or from relatives are not accepted.

Once a reference has been received by the Recruitment Coordinator they are sent to the Hiring Manager for classification and verification before an offer of employment is made.

All posts should be offered subject to the receipt of a minimum of satisfactory written references, however, an offer made before references have been received and considered carry a risk.

References must be stringently followed up:

- The Recruitment department will ensure authenticity of all written references and the hiring manager will classify the reference as satisfactory or reject them if unsatisfactory. For Children's services, references will be followed up by telephone for verbal verification.
- If for any reason you are in any doubt about the authenticity of the references received or the suitability of the applicant based on the information contained in the reference, this must be referred to a Senior Manager as per the Risk Assessment policy.

5.14 Reading References

When reading references, you need to keep the following in mind:

- They should be from the most recent employer and past employers. Teachers, or an independent person who can provide a character reference. They should not be from friends or family members.
- They should provide you with factual information
- They need to be on an organisation's headed paper or have the organisation's official stamp.
- Any gaps or missing information should be explored and noted on a 'Historical Data Form'.
- The content of the references should be checked against the application form and CV to ensure that the information provided by the applicant is consistent. Any discrepancies should be taken up with the applicant and reasons recorded.
- If you are uncertain about the content of a reference, or have identified gaps, these

should be followed up by telephone with the referee. You need to verify that the person on the phone is who they say they are. You can do this by asking them to verify the information they provided on the reference request.

- If the reference raises concern this should be discussed with the applicant.
- If the references and the candidate's explanations are not adequate these are grounds for not appointing.
- If there is any difficulty in obtaining the required number of references, or there is anything within the reference of concern, the reference in question needs to be escalated to a senior manager who will assess the risk involved and the level of supervision required before appointing

5.15 Step by Step Process

Once an application enquiry has been made the Recruitment Department will send out application forms to potential applicants and send Line Managers details of all applicants on a daily basis. The recruitment pack should include: -

- Covering letter, which contains brief information on CareTech.
- Application Form.
- Job Description
- Brief Personal Specification
- Health Declaration – (post the offer of employment)

Once the Line Manager has been advised of a potential application, or an applicant has applied directly to the Line Manager the Line Manager must begin to follow steps 1 – 4.

5.15.1 Step 1. The interview process

The Line Manager arranges the interview and confirms the interview in writing (please refer to the interview letter), unless the interview has been arranged at short notice whereby the interview has been arranged in person or over the telephone.

It is important to stress that Line Managers must ask applicants to bring the original and photocopies of the following documents to the interview, to ensure an efficient and speedy recruitment process:

- Passport or birth certificate
- Proof of National Insurance Number
- Work permit (if applicable)
- If currently studying confirmation of the date the course started and educational institute
- Qualification certificates – copied and verified

- Documents required for an Enhanced Disclosure Check:
 - Passport or photo card driving license
 - Birth certificate or marriage certificate or P60 or P45
 - Proof of current address
 - Address history for at least the last 5 years (in the date format mm/yy that they moved in and out)
 - Any references from previous employers

5.15.2 Step 2. The interview

Interviewing is part of the process which involves assessing and evaluating information about the abilities of the applicant and matching them against the Person Specification. The objectives of a selection interview are to:

- Assess the applicant's suitability for the job
- Describe the job fully to the applicant
- Respond to any questions the applicant may have
- Promote the image of CareTech

The following is a list of guidelines for what the panel should try to undertake during the interview:

1. Introduce the panel to the candidate.
2. Adopt a suitable manner
3. Ensure the interview is not interrupted
4. Conduct the interview at an unhurried pace
5. Use the same questions for all applicants
6. Encourage the applicant to talk using open questions
7. Concentrate on areas which may not have been covered fully in the application form.
(Include clarification of health issues arising from the medical questionnaire and clarification of issues arising from the Rehabilitation of Offenders Act).
8. Explore any gaps in the applicant's employment history record on the historical data form
9. Be specific with questioning if not satisfied with previous response.
10. Ask the candidate for any questions. Prompt with information about the Company and the Terms and Conditions, if necessary.
11. Ensure the applicant has no further questions before ending the interview
12. Inform the applicant when a decision will be made
13. Write up the Interview Assessment Notes
14. Prepare for the next interview.

The Line Manager must conduct the interview using the following documents:

- Application Form
- The Interview Checklist
- The interview Questions
- Literacy and Numeracy Assessments (only applicable for Support Staff)

The Line Manager must obtain copies of the documents set out in Step 1 and get applicants to complete an Enhanced Disclosure Form (where applicable) at the interview. Line Managers should also at this point explain the process and next steps, to ensure the potential applicant is aware of what will happen next.

The role of the Service User during the interview – for service based interviews only

It is important that the Service Users within the service are involved in the selection of prospective applicants, to ensure that the Service Users needs are met. The Line Manager can adopt various methods suitable for their Service Users. Examples of methods that could be adopted are outlined below:

- The Service User is on the interview panel and actively uses the Interview questions.
- The Service User and Line Manager write supplementary interview questions which the Service User can ask at the interview.
- Where a Service User does not want to be present at the interview the Line Manager should agree suitable questions the Service User would like answered on their behalf.
- The service user may have a one-page profile which can be matched with the applicant's profile
- Develop an activity that the applicant can do with the Service Users under supervision, which the Service User can use to evaluate the applicant.

5.15.3 Step 3 After the interview

(If applicant was unsuccessful go to step 5)

If the applicant was successful at Interview Line Managers must:

- Complete the Holding letter request form and enclose the documents required to the HR Department (please refer to the holding letter request form) within 1 day of the interview
- HR will process the Enhanced Disclosure Check, reference requests and health declaration form and send a holding letter to the applicant.
- On receipt of pre employment references HR will confirm verbally with the referees that the reference is valid. (In exceptional situations for senior management positions at Home Manager level and above, and with the consent of the Regional Operations Director HR can

obtain a verbal reference. When a verbal reference is obtained this must be carried out using CareTech's reference request form; and the employee can only start work if the second reference has been completed in writing and an Enhanced Disclosure Check has been received).

- Once all pre employment checks have been completed and HR hold copies of all documents HR will contact the Line Manager to advise them that the applicant can commence work
- An offer letter and contract of employment will be sent confirming the start date and induction confirmation
- Line Managers must send HR a New Starter form to confirm contractual details and a start date
- Recruitment will send an offer letter and contract of employment
- Health Declaration
- Applicant will be invited to attend the Induction course
- Applicant can commence work

5.15.4 Step 4 Storage of Employee recruitment data

It is the company's policy that the regional HR offices hold the following data for employees on file:

- Application Form
- Copies of ID
- Copies of Qualifications and Certificates
- Health Declaration
- References
- DBS/PVG Disclosures
- PoVA First, when requested
- Proof of the right to work documentation
- Offer Letter and Contract of Employment
- Any other relevant pre screening documentation
- Interview notes
- Written Assessments
- Interview Checklist

Before the applicant commences work the Line Manager will be required to send HR all of the documents listed above. On receipt of all the required pre employment documentation and a New Starter form HR will provide the Line Manager with a copy of 'Staff Information Pro Forma.'

The 'Staff Information Pro Forma' – for Home Based employees only

This form provides the Home Manager with a concise list of all the information normally obtained on

the pre employment checks.

For the purposes of CQC/CIW/SCSWIS/OFSTED Inspections the Homes will not need to provide evidence of employee's data for recruitment purposes. CQC/OFSTED will be able to audit the employee files by conducting a sample check within each of the regional HR Offices on a regular basis to satisfy these criteria on regulatory reports. All data is stored according to the General Data Protection Regulation (GDPR) (Please refer to the Data Protection policy)

5.15.5 Step 5. Unsuccessful applicants

If the applicant is unsuccessful at interview, or deemed to be unsuitable based on the references and pre-employment checks, Line Managers must send HR a copy of the application form and a covering note explaining why the applicant was unsuccessful. HR will send a regret letter to the applicant.

For more information on Legal Working, Enhanced Disclosures, Recruitment and Advertising please refer to the Company Policy and Procedures manual.

5.16 Risk Assessment Referral – DBS Criminal Convictions

If, during the recruitment and selection process a criminal conviction is revealed, full details need to be included on a 'DBS Risk Assessment form' and escalated to a senior manager, prior to appointing the individual. The senior manager will assess the seriousness of the disclosure and its relevance to the safety and well-being of our service users and other employee's and will reach a decision to employ or reject the applicant on the basis of the level of risk involved.

5.17 Reference Checks

Where it is not possible to obtain the required number of references or the references received provide limited information regarding the applicant's suitability to work with vulnerable groups, this must be escalated to a senior manager who will assess the risk involved and the level of supervision required before appointing.

6 Appeals Procedure

Employees who have concerns about any aspect of this policy or its operation should use the company's Grievance Policy and Procedure.

7 Revision History

Date of next review: October 2022

Date of review: October 2021

Date of review: November 2019

Date of review: July 2016

Date of release: September 2015

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| Who Owns this policy | Val Cooper, Head of Resourcing |
| Who Controls this policy | Head of Resourcing |
| How can people ask questions and/or give feedback | Email: val.cooper@caretech-uk.com Telephone: 07827 243630 |
| Where this policy is kept | Onrezume |