Recruitment and Selection Managers Guide – Children's Services

Introduction

This Managers Guide has been created to support the Group Recruitment and Selection Policy. The procedure covers the following areas:

- Approval to recruit
- Advertising for a role
- Shortlisting & invite to interview
- Interview & selection Process
- Pre-Employment Checks & Access to work
- New starter

Approval to Recruit

Before starting the recruitment process the Hiring Manager should consider:

- Is the vacancy budgeted for?
- Are you expecting any reductions in funding in the future? For example, if a person we support were to stop using the service
- Is the position a permanent position, a fixed term position or would it be suitable for flexi bank staff?
- How would the role suit individuals who wanted to work flexibly?
- Is the job description up to date and accurate?

Once satisfied that the recruitment is required the hiring manager will then inform their Resourcing Team.

If the vacancy is out of budget, or a new role; the request will be escalated to your line-manager (Regional Manager/Director) and either approved or declined via Harbour, our Applicant Tracking System (ATS).

If a vacancy is not approved, it will either be put on hold pending further information from the hiring manager or rejected. The hiring manager can re-submit a rejected request if they feel they have addressed the reasons it was rejected. You should discuss any rejected roles with your Line Manager prior to re- submission.

Advertising the Role

Where required, once approval is obtained, the Resourcing Team will publish internally, on our website, externally via job boards and where appropriate our company social media platforms.

Should the hiring manager wish to approach Recruitment Agencies to support with the attraction of candidates, approval will be required from the Regional Manager/Director. The Resourcing Team will support and action these requests on behalf of the hiring manager, using only Recruitment Agencies that are on our approved list of suppliers and CVs that are submitted via Harbour.

Process for advertising through Recruitment Agencies:

- Hiring Manager to seek approval from the Regional Manager/Director to advertise through a Recruitment Agency.
- Regional Manager/Director to review budget before approving advertising with a Recruitment Agency.
- Regional Manager/Director to confirm approval or rejection for advertising with a Recruitment Agency to both the Hiring Manager and the Resourcing Team.
- Advertising through an external Recruitment Agency is undertaken by the Resourcing Team only. Only Recruitment Agencies on our preferred supplier list may be used. The Resourcing Team hold a central register for all approved Recruitment Agencies.
- If a new Recruitment Agency wishes to be considered, the Divisional Head of Resourcing will need to review the terms and conditions to ensure that they are in line with our requirements.
- All new Recruitment Agencies must be approved by the Group HR Director.

Shortlisting and Inviting to Interview

Application Stage:

Candidates will apply via Harbour, our ATS, and Hiring Managers are to review the application via the ATS.

Shortlisting Stage:

Hiring Managers should aim to review all CV's within 24 hours of receiving the application.

Candidates will have had an initial review and pre-screen call from the Resourcing team and so it is very important that hiring managers review candidates swiftly.

Shortlisting should be undertaken by assessing each candidate against the job description and essential criteria if applicable. In line with the Equality Act, it is illegal to unfairly discriminate against candidates based on any of the protected characteristics, therefore, the assessment should be based on the information provided in the candidate's application and any supporting documents.

It may be suitable for a telephone pre-screen to be conducted with the applicant before an interview is arranged; this will be to determine their interest in the position they have applied for and to evaluate whether they are suitable for a face to face interview, a candidate speaking to the hiring manager is a good way of cementing the candidate's interest in the vacancy.

When shortlisting, Hiring Managers should remain objective to ensure that you are not using personal knowledge or allowing unconscious bias to alter your view.

We actively encourage candidates to apply for positions with Health and Social Care experience, for applicants without experience, we should be using our values-based recruitment to support their applications.

Once completed, the Hiring Manager will leave their feedback on Harbour, our ATS, to confirm;

- If regretting, and selecting the reason for this in the drop-down section.
- If progressing to interview, leaving availability for the interview, location, etc. in the comments box.

Inviting Candidates to Interview

Once the Hiring Manager has finalized their shortlisting, as previously advised, they will need to progress on the ATS, confirming availability, location, along with any additional requirements (such as preparation of presentations, etc.) to interview.

The Resourcing Team will contact the applicant, by telephone, to invite them to attend an interview. As part of this process, the Resourcing Team will further discuss in depth the role, setting, discuss any potential reasonable adjustments that may need to be made for the interview, and confirm the applicant's Right to Work in the UK; and advise of the evidence that the applicant will need to take to their interview to confirm this. As a part of Safer Recruitment guidelines, the Resourcing Team will ensure the candidate has completed the 2nd stage application form ahead of the interview.

Once the Resourcing Team has the 2nd stage application form, they will undertake attempts to obtain referencing ahead of interview in line with KCSIE guidelines.

The Resourcing Team will follow this up with an email, sent via the ATS, confirming discussions and advising the candidate of:

- Date, time and location of the interview
- Documents that the applicant will need to take
- Details of the Job Description
- Where available, a brochure of the service / site that the applicant is attending

The Resourcing Team, will also add details of the interview, along with a copy of the CV and any supporting documents including 2nd stage application form and references to the Hiring Manager's Outlook Calendar.

Appropriate reasonable adjustments for the interview itself may include:

- Arranging the time or location to better suit the individual's personal circumstances
- adjusting the layout or lighting to enable someone who lip reads to interpret the questions, or to provide an interpreter if appropriate.

Interview and Selection Process

Interview:

All interviews must be conducted by at least two people; one of which must be "Safer Recruitment" trained. Although the maximum number is not stipulated, care should be taken that candidates are not intimidated by the size of the interview panel. The interview panel should be comprised of people best able to assess the knowledge, skills and attributes for a particular role, but should always include the manager to whom the appointed person will be responsible for. For senior appointments, the appropriate Director should form part of the interview panel.

In some of our services, it is important that the people we support are involved in the selection process. Either as part of the interview panel or in a more informal way potentially by providing some additional questions to the interview for example. Please contact your Resourcing Team if you would like to discuss how to do this.

Prior to the interview commencing, the Hiring Manager should obtain and verify, colour copy and verify ID and evidence of Right to Work in the UK from the candidate.

The interviewers must work to a set structure of questions which should be asked of each candidate to assess them against the criteria listed in the job description/person specification. Please speak to the Resourcing Team to gain the relevant Interview Questions.

Questions should give the candidate an opportunity to demonstrate their skills, knowledge and experience.

For positions requiring an enhanced Disclosure and Barring Services (DBS) check please ensure the following questions are asked:

1. Do you have any pending prosecutions?
2. Have any concerns or complaints ever been raised with you by any-one about your interactions with children or vulnerable adults?
3. A requirement of the role is to have an Enhanced Disclosure and Barring Service (DBS) or PVG (Scotland) check, do you have any previous criminal convictions (spent or otherwise) you wish to declare at interview? Candidates should be informed of the positive DBS risk assessment process, where we consider whether we can accept candidates who may have a conviction that could appear on their DBS.

Candidates with a conviction showing on their DBS must not be offered a start date without a copy of their DBS and a DBS risk assessment that has been signed off by the Regional Manager/Director

Discussions about individual applicants should not be made until after all applicants have been interviewed.

It is good practice to score the applicant at the end of their interview whilst the content of the interview is still fresh for the panel. For each question answered in interview, the panel should use the following point system as an indication to whether the candidate has hit the criteria.

- Excellent – three points
- Good - two points
- Satisfactory – one point, or
- Poor - zero points

At the end of each interview, applicants should be advised of when they will be notified of the results of the selection process. Although every effort should be made to contact applicants as soon as possible, it is recommended that applicants are told to anticipate a decision within 5 working days. The Hiring Manager or another member of the panel are the only appropriate people to be able to provide feedback to the applicants.

The decision to appoint a candidate must only be made by the panel members. Where the panel is unable to agree which applicant should be appointed, they should either arrange a further assessment (i.e. second interview, test, presentation etc.) or the Hiring Manager (normally the line manager for the vacant position) will be responsible for making the final decision.

If no candidates are suitable, the job should be re-advertised once the panel has reviewed the role profile and advertisement.

Following an interview, successful or unsuccessful, the Hiring Manager should leave feedback on the ATS, attaching both copies of the Interview Notes which **must** be signed and scored within 48 hours of the interview taking place.

If the applicant was successful, the Hiring Manager should also:

- Upload verified colour copies of the verified ID and Right to Work which was obtained at the interview.
- Select confirmation that original ID and Right to Work in the UK was viewed and obtained.
- Complete the Offer Details Form on the ATS

The Resourcing Team will then contact all candidates that have been interviewed and inform them formally via the ATS of the outcome of their interview.

Pre-Employment Checks

Pre-employment checks are completed by the Resourcing Team via the ATS. Throughout this process, the Resourcing Team maintain regular contact with the candidate.

In accordance with legislation, the following employment checks must be obtained:

- Identification
- Right to Work in the UK
- References
    - A minimum of Two written references, which span the last two years, irrespective of the number of organisations the applicant has worked for and must equal or exceed the two-year timescale. If we are unable to obtain a reference from a previous employer, for example – they are no longer operating, or have died we will obtain another written reference from a previous employer.
    - Where it is not possible to obtain employer references in respect of the above if a candidate has not worked in a paid capacity previously, they will be asked to provide details of academic establishments, details of any voluntary work or character references are accepted providing these are not written by friends or family members.
    - In the event their previous roles (beyond the two-year timescale) involved working with young people or the vulnerable we will make reasonable attempts to obtain written references for all relevant posts.
    - Whereby a concern is raised during reference checks, we will attempt to obtain as much information as possible from all previous employers to ensure the person is suitable.
    - The Hiring Manager will take reasonable steps to verbally verify all references received that span the last two-year time scale and any references received that are in relation to positions working with young people or vulnerable adults.
    - The term reasonable in relation reference checks is defined by at least three documented attempts to obtain written references and at least three documented attempts to obtain verbal confirmation why the prior employment ended for any returned reference spanning the two-year time period or any positions that involved working with young people or the vulnerable adults.

- Enhanced DBS Check / PVG Check
  - Candidates with a conviction on their DBS must not be offered a start date without a copy of their DBS and a DBS risk assessment that has been signed off by the Regional Director/Manager
- Gaps in employment – These must be explained as part of the pre-employment documentation.
- Health Declaration Form
  - Following an offer of employment, all candidates are requested to complete a Health Declaration Form as part of their onboarding paperwork via the ATS. The Health Declaration Form will identify any access to work requirements. The form is designed to enable the candidate to disclose any health conditions and discuss any adjustments they may require with the Hiring Manager. When a candidate discloses conditions and adjustments the Hiring Manager should review the adjustments and meet with the applicant to consider how these adjustments could be implemented. The Hiring Manager should consider if referrals to external support such as access to work or occupational health are required.
- Qualifications if applicable
- Overseas Police Check, if applicable
  - In all cases, where a candidate has worked or been overseas in the previous 10 years, for 12 months or more, they will need to obtain and upload to the ATS a copy of their Overseas Police Check. This **must** be received prior to offering a start date.

Recruitment and selection documents, along with pre-employment checks for successful candidates will be retained on the applicants personnel file for the duration of their employment with the organisation.

New Starter

File Sign Off and Arranging a Start Date:

Once all pre-employment checks and onboarding paperwork has been completed by the candidate, and have been satisfied by the Resourcing Team, the Resourcing Team will request the Hiring Manager, via the ATS, to review, sign off and download to the local agreed drive and confirm acceptance of the applicants personnel file.

Resourcing Team will then agree to book the new starter on the next induction course and liaise with the School/College to confirm this. Upon completion of induction, the Hiring Manager will agree a start date with the Resourcing Team and this will then be agreed with the candidate.

Day One:

On Day one the Resourcing Team will contact the Hiring Manager to confirm that the new employee has commenced employment. On confirmation of this, the Resourcing Team will action the following:

- Export the new starter form from the ATS to iTrent, in turn notifying the Payroll Team via the ATS so they can attach to the relevant payroll and upload to TNA, where appropriate.
- Following exportation to iTrent, a thorough check will be undertaken to ensure that the iTrent Record is fully and accurately populated.
- Send details of the new employee to NCLD so that the NCLD Team can set up the new starter on Myrus.
- Download the full onboarding file to the HR Drive.
- Mark as "Started" on the ATS.

Internal Transfers

The same recruitment and selection process should be followed for all internal transfers; whether this is a sideways move, a relocation or promotion. The employee should inform their Line Manager of this application.

If successful, the Hiring Manager will be directed via the ATS to complete a "Staff Changes Form" and forward to their HR Department.

Ex-Employees returning to the organisation within 3 months of leaving

The same recruitment and selection process should be followed for all employees returning to the organisation following a gap of employment for up to 3 months. Prior to the confirmation of start date, an annual self-declaration notification form should be completed by the returning employee, and any references must be obtained by the Resourcing Team if they have worked elsewhere within their gap in employment, if no employment was undertaken then a gap of employment explanation should be provided.

Revision History

Date of next review: TBC 2026

This Guide will be reviewed in line with any legislative, statutory or Company changes.

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