

## PR12 - Recruitment Policy and Procedure

### Purpose

- | To ensure that personnel are recruited when necessary, that the best person for each vacancy is selected, and no discrimination takes place.
- | To comply with statutes, regulations and quality standards.

### Scope

- | All recruitment.

### Policy

- | People will only be recruited when there is a long-term permanent vacancy, and the best person for each vacancy will be recruited, regardless of age, gender, sexual orientation, race, creed or disability.
- | Wherever possible, existing employees will be invited to apply for promotion opportunities.
- | A decision to interview, shortlist or offer employment will take no account of an applicant's trade union membership or non-membership.
- | Interviewers who are not completely sure that they can comply with the highest standards of interviewing will seek and take the advice of the Registered Provider prior to engaging in interviews. It is a requirement that for each interview a strategy is implemented to test the applicant against previously agreed standards, and that these tests are carried out and recorded. Specific attention will be given to avoiding discrimination of any kind. Care will be taken to ensure that the interviewee has all of the information they require in order to fully understand the job on offer, their responsibilities and, conversely, that no false impressions are conveyed.
- | All recruited employees will be required to provide a National Insurance number, with evidence that it is valid (P45, NI Card).
- | All applicants will be required to establish their identity, using photographic evidence (photographic drivers licence, passport, etc) for criminal record checks, and all candidates will be required to produce documentation of any change of name (e.g. marriage licence), or sign a declaration stating the reason for the name change.
- | Candidates will be informed that, because the job requires them to have access to vulnerable people, if offered the post they will be subject, on recruitment, to a request for their criminal records to DBS, and that their employment will be conditional on that information being satisfactory. They will also be informed that the employer may make repeat checks at any time during their employment and disciplinary action taken if the information received indicates that the employee is no longer suitable, by reason of relevant conviction or listing on the register of unsuitable persons.
- | Carers will be aged at least 16.
- | **Blacklists:**
  - | In order to comply with The Employment Relations Act 1999 (Blacklists) Regulations 2010, Eleven Sisters Community Support Services Ltd will not use blacklists as defined by the Regulation.
  - | Lists of Trade Union members or of those who have taken part in Trade Union activities are known as blacklists if their intention is that they be used for discrimination in relation to selection and in employment of workers. The Employment Relations Act 1999 (Blacklists) Regulations 2010 make it unlawful to compile, use, sell, or supply such a list, or to discriminate on its basis. The remedies available include compensation to any worker affected, which normally will not be less than £5,000 and may be substantially more.
- | Recruitment will be carried out by use of Recruitment Packs for Recruit Specification, Individual Candidate Application and Job Start and Induction.

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i The recruitment system embodied in the Recruitment Packs includes the following processes:

i **Recruit Specification Pack:**

- n Gaining authorisation for the recruitment from the budget holder;
- n Specifying the job description and the person specification for the recruitment in order that the process is planned and non-discriminatory;
- n Control of advertising to ensure that the correct facts are published, and that the image of the organisation is either maintained or enhanced;
- n An interview schedule to ensure that interviews are adequately planned and organised;
- n Applicant score summary to ensure that the selection is objective, in line with the original job and person specifications, and non-discriminatory.

i **Individual Applicant Pack:**

- n Telephone screening forms, in order to balance the time savings made by excluding applicants who do not meet basic job and person specifications from the interview process, with the need to carry out and record a non-discriminatory process;
- n A letter offering interview, specifying the process and those documents required, in order to minimise the interviewer's wasted time;
- n A Carer standards form to place on record the views of the applicant about the post, in order to begin the standard setting process for performance management in the future;
- n The application form, including:
  - n Personal details;
  - n Educational details;
  - n Skills details;
  - n Employment history;
  - n Interests and hobbies, which may contribute to Service Users' life quality;
  - n Health details;
  - n Identity details;
  - n Capacity to work in the UK;
  - n Referees;
  - n Specific health questionnaires (non-specific health questionnaires have been held to be discriminatory);
  - n Criminal records statements.
- n Form for checking employment continuity and flagging up matters for further investigation;
- n Identity-establishing checklist;

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- n Interview preparation forms to enhance the interview effectiveness, and help avoid discrimination claims;
- n Standard questions for the interview, in order to help structure the interview process and ensure that certain essential matters are discussed;
- n Candidate risk assessment, for use when any matter within the process gives rise to a concern, for instance the lack of a recent employer reference;
- n Candidate score sheet to promote the consistent assessment of candidates, the score given to be transferred to the score summary in Recruit Specification Pack;
- n Telephone reference request forms to record any telephone references taken, with a form to ensure that a copy of the record is signed by the referee for the files;
- n Standard reference requests where these are to be used in preference to telephone requests;
- n Letters to the applicant:
  - n Rejecting their application because they did not meet the job and person specification, or too many applicants of the required standards were interviewed;
  - n Placing their application on file, where they met the job and person specifications, but no post was currently available;
  - n Offering them the post, ensuring that relevant details of the post are recorded;
  - n Equal opportunities monitoring form, to be given out anonymously for anonymous return, which will contribute to the database which will inform the organisation's equal opportunities reviews.

### i **Job Start and Induction Pack:**

- n Form for informing administration and payroll functions of the details required for a new employee;
- n Authority to make deductions form for signature by the new employee, to authorise the employer to make wages deductions other than income tax and National Insurance;
- n Induction control system;
- n Training records;
- n Statement of Main Terms and Conditions, for issue on the first day of employment;
- n Personnel file checklist;
- n Three-month employment review pro-forma.

## Procedure

Complete one Recruit Specification Pack, including:

- i Reason for vacancy.
- i Copy the relevant job description; place the copy in the Pack.
- i Complete the person specification, taking into account the current team members and any special requirements for the Service User(s) to be supported by this recruit.

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- | Write out the proposed advertisement, take three quotations.
- | Check advert against checklist (look on the advert as a sales advert for The Agency; avoid specifying matters which may unnecessarily put off applicants e.g. a strict no smoking rule (no smoking on the premises is normal, none at all will exclude about 60% of otherwise suitable applicants), reference to restricted Service User groups, where this does not affect employees e.g. a "Christian Agency". Avoid any potentially discriminatory statements, such as those referring to race, gender, age or sexual orientation, or which set conditions which place any group at a disadvantage to another due to their race, gender, age or sexual orientation.
- | Refer pack to the Registered Provider for:
  - | Approval of recruitment;
  - | Approval of advertisement, media and cost.
- | Place advertisement.
- | Place copy of advert on employee notice board.
- | Arrange for sufficient telephone answering resources to be available during expected telephone application period.
- | Ensure that interview times are diary booked; enter times in the Recruit Specification Pack. Ensure that times of interviews include time for preparation before each interview, interview time, and time to record the results of that interview. Spaces of one hour are recommended.
- | Ensure that a sufficient supply of the Individual Candidate Application Pack is available, by the telephone that is to be used for receiving the calls, together with the Recruit Specification Pack open at Interview Schedule.
- | For each telephone enquiry, use one Individual Candidate Application Pack.
- | Ensure that all questions on the Telephone Screening form are asked, and that answers are entered on the sheet. Do not ask health or disability related questions.
- | Decide, on the basis of the telephone screening answers, while the enquirer is still on the line, if they are suitable for interview, i.e. meet the basic job and person specification.
  - | If not, inform them immediately, state the reason, and record the reason on the form.
  - | If yes, offer interview time, agree it, and record the candidate's name on the Interview Schedule against the agreed time.
  - | Ensure that the candidate is informed that the full interview process will take about one hour, that they will be given an application form to complete on arrival, and that a short written test of their understanding of Care issues will be part of the process.
- | Complete to this stage for each telephone applicant.
- | Before the interview day, set time aside for a review of all Individual Candidate Application Packs, listing any questions arising from telephone screening on the Interview Preparation sheet.
- | Arrange for two people to conduct the interviews, one of whom should be the immediate supervisor or manager of the post being advertised.

Or

- | If the interview is carried out by only one person by reason of staff resources on the day, the interviewer will be the immediate supervisor or manager of the post advertised, and the interview will be preceded by a tour of The Agency accompanied by a member of the staff team on duty. That team member will report their personal

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impressions of the applicant to the interviewer before the interview, and will be consulted about the employment decision.

- i On interview day:
  - i Prepare interview room, ensuring that interviews will be private and uninterrupted, making arrangements as necessary;
  - i If possible arrange for someone to receive candidates at the door, with instructions to deliver them to a waiting area, making them feel welcome;
  - i If possible, have the reception person give each candidate their own Individual Application Pack as they arrive, with instructions to complete the Carer standards and application form pages;
  - i If this is not possible, ensure that all members of staff are aware that interviews are taking place, so that candidates are welcomed appropriately and the interviewer is informed of their arrival.
- i Before each interview:
  - i Take the completed Individual Application Pack for that candidate;
  - i Review telephone screening, Carer standards and the application form, and note any issues arising on Interview Preparation sheet;
  - i Check that educational qualifications are appropriate and adequate;
  - i Check work history, note and investigate all periods of no work;
  - i Note any declared requirements for adjustments for disability;
  - i Check that references are complete and appropriate;
  - i Check the applicant's Disclosure status;
  - i Check that identity has been clearly satisfied, and recent photographs supplied;
  - i Check that all claimed relevant qualifications are accompanied by documentary evidence;
  - i Review the whole against the job and person specifications.
- i At the start of the interview, give a brief outline of The Agency and the company and, in particular, the terms and conditions, ensuring that the terms given are noted on the interview log.
- i During interview, ask all required questions, note answers on sheets provided.
- i Inform candidate that, if they are successful in their application, the offer will be subject to the receipt of two satisfactory references, of which one must be from the previous employer, and that they cannot start work until those references have been received in writing. Also inform them that their appointment will be subject to satisfactory information being received from the DBS, to which they must be referred under the Health and Social Care Act 2008, and that although they can start work before the reply is received, the offer of employment will be conditional on the content of the reply, and cannot be confirmed until a satisfactory reply has been received.
- i Give the applicant a copy of the Disclosure application form, with instructions to complete it and return it.
- i On completion of interview questions, ask candidate if they have any questions. Answer any questions posed.
- i Thank candidate, tell them when the decision will be made, and how they will be informed.

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- | After the candidate leaves, complete the Score Sheet.
- | In the case of internal candidates, the full procedure will be carried out, but the completion of forms and interview questions will be adjusted to take account of prior employment with the company.
- | On completion of all interviews, transfer the score for each candidate onto the Applicant Score Summary in the Recruit Specification Pack. Decide on the successful candidate(s), noting reasons for rejection and acceptance against every candidate. Make particularly comprehensive notes if the person(s) offered the post(s) are not the highest scoring candidates. Crossing out of notes is not permitted, and any alteration must be scored through allowing the original to be legible, and signed by the person making the alteration.
- | When the shortlist is complete, review every candidate file to critically question all reasons for rejection and acceptance, bearing in mind that the company does not condone in any manner choices made for any reason other than the ability of the candidate to carry out the job as previously specified, with no discrimination due to race, sex, sexual orientation, creed or disability. If the interviewer is unsure of their proposed decision in this area, they **MUST** consult the Registered Provider for further guidance.
- | Telephone each reference for each successful candidate, completing Reference Request 1 to 3 for each candidate.
- | If a candidate is contra-indicated due to a reference, decide if the reference is to be accepted and the candidate rejected, or investigate further (for instance, by recall of the candidate and further questioning).
- | In the case of Registered Nurses, telephone the NMC to test the validity of the given NMC PIN number.
- | **NB – IN NO CIRCUMSTANCES PROCEED BEYOND THIS POINT TO OFFER A POST TO A CANDIDATE UNLESS:**
  1. At least two satisfactory written employer references have been received for that candidate, including one from the last employer who has also been verbally spoken with to confirm employment.
  2. A Disclosure form has been completed and despatched.
  3. The DBS check is satisfactory (with no exceptions).
  4. If there are any issues with 1 or 2 above, complete an assessment using the form supplied in the Individual Applicant Pack, and make an assessment as to the possible implications of employing this person and exposing vulnerable people to them. Discuss the matter with the registration authority if in doubt. Note that no exceptions may be made if a person is listed on the DBS register.
- | For all accepted candidates, telephone them to offer them the post on the terms and conditions noted in the interview log. If they accept, agree a start date, and tell them the appointment will be confirmed by letter. The letter will state that the appointment is subject to a satisfactory report from the DBS, the receipt of which will enable the employment to be confirmed, but that until that time they must work under the constant supervision of a fully DBS- and DBS-checked member of staff.
- | On completion of all offer contacts, complete the offer letter in each Individual Candidate Application Pack for each successful candidate; post a copy of it to the candidates.
- | Complete reference request letters for each successful candidate, ensuring that a copy of the telephone reference is attached, and post to referees.
- | Complete either a rejection or a hold letter for every unsuccessful candidate, as appropriate, and post a copy to the rejected candidates.
- | File the Recruit Specification and all Individual Candidate Application Packs for unsuccessful candidates together, in archive.
- | Start an employee file with the Individual Candidate Application for each successful candidate.

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- | Before the start day, complete a Job Start and Induction Pack for each new employee, particularly the front sheet; complete a Terms and Conditions form.
- | On the start day, complete the Job Start and Induction Pack, copy starter details from the pack and send that to administration, guide the employee to the location of the Employee Handbook, show them the main elements of the Handbook, and allow them time to read through it.
- | Ensure that the employee hands over evidence of the validity of their National Insurance number. Investigate further to a satisfactory conclusion if they do not.
- | Hand the employee an Equal Opportunities form, ask them to complete it voluntarily.
- | Carry out the Induction Procedure.
- | Diarise the Three-month interview.
- | Carry out the interview, and if the employee is performing satisfactorily, confirm their appointment in writing.

### Key Lines of Enquiry Table

Key Line of Enquiry (KLOE)	Supporting
C1 - How does the service ensure that people are treated with kindness, respect and compassion, and that they are given emotional support when needed?	✓
E2 - How does the service make sure that staff have the skills, knowledge and experience to deliver effective care and support?	✓
S1 - How do systems, processes and practices keep people safe and safeguarded from abuse?	✓
S2 - How are risks to people assessed and their safety monitored and managed so they are supported to stay safe and their freedom is respected?	✓
S3 - How does the service make sure that there are sufficient numbers of suitable staff to support people to stay safe and meet their needs?	✓
W1 - Is there a clear vision and credible strategy to deliver high-quality care and support, and promote a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people?	✓
W2 - Does the governance framework ensure that responsibilities are clear and that quality performance, risks and regulatory requirements are understood and managed?	✓
W4 - How does the service continuously learn, improve, innovate and ensure sustainability?	✓

**Note: All QCS Policies are reviewed annually, more frequently, or as necessary.**

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