

<b>CARE RECRUITMENT AND SELECTION POLICY</b>		<b>No. 29</b>
<b>Date Reviewed:</b> <b>October 2019</b>	<b>Next Due:</b> <b>October 2022</b>	<b>Approved:</b> <b>April 2018</b>

## 1. INTRODUCTION

The aim of the Recruitment and Selection Policy is to ensure that Care subsidiaries apply best practice in recruitment and selection so that we are able to attract and employ the best possible candidates who meet the requirements of the post, using the most suitable selection methods in an efficient, effective and fair manner.

It will also support Care Services to achieve positive outcomes for individuals who need care and support by illustrating effective approaches. The overarching principles are consistent with approaches in health, Care Inspectorate standards and the Scottish Social Services Council Code of Practice issued in accordance with the Regulation of Care (Scotland) Act 2001 and its associated Statutory Instructions.

The Recruitment and Selection policy takes account of the Equal Opportunities in Employment Policy in the area of appointment procedures to ensure that all appointments are based on merit and that all job applicants are treated equally.

The Recruitment and Selection Policy is based on current employment legislation and best practice to ensure fair and consistent policy application and equal access to employment. The Policy also takes account of the ACAS code on Recruitment and Selection. The Policy applies to all employees and to all those who apply for employment.

Our Care Services are committed to safeguarding and promoting the welfare of children and vulnerable adults and this is reflected within the Recruitment and Selection Policy.

## 2. AIMS OF THE POLICY

The main aims of the Recruitment and Selection Policy are:-

- To establish best practice standards and to promote effective decision making in the appointment of employees;
- To ensure a fair, consistent and standardised approach to recruitment and selection;
- To apply the principles of equal opportunities consistently in all stages of the recruitment and selection process;
- To safeguard the welfare of our service users and tenants within recruitment and selection decisions.

### **3. GENERAL STATEMENT OF POLICY**

Care services are committed to achieving equality of opportunity in recruitment and will promote anti-discriminatory practices to achieve fair access to employment.

Employees will be recruited from the widest appropriate recruitment market, in line with the need to balance organisational efficiency (for example advertising costs) and our commitment to equality of opportunity.

The Policy applies to all temporary and permanent recruitment for full and part time posts, except in the circumstances (described in Section 8).

Internal and external applicants will be treated equally.

#### **Our approach to recruitment will include a selection of the following:**

- Adverts for vacant posts on Loretto Care and Barony's website
- Advertise in Group Registered Social Landlords newsletters
- Communicating employment opportunities with our customers via Housing Officers
- Free advertising via social media, Facebook, Twitter and Buy and Sell websites at weekends
- Screening and interviews on receipt of note of interest in posts
- Attract a flexible and responsive workforce by offering a range of contracts from 8 to 37.5 hours per week, to work around people's personal commitments
- Responsibility for recruitment of front line care/support staff sitting with Human Resources rather than service Managers

#### **Employer of choice and careers in care**

Promoting Loretto and Barony as employers of choice and their commitment to Careers in Care, we considered and continually review how we attract a range of demographic groups which includes:

- Wheatley group customers
- Young people
- Older people
- Care Leaver
- Unemployed
- Women returning to work
- Male workers

We want to continue to promote Careers in Care and capture the best candidates by facilitating value base interviews, while marketing our offerings including:

- rewarding careers
- career progression
  
- qualifications and learning on the job
- making a difference in people's lives
- flexible working opportunities and contracts
- the culture of an inclusive organisation
- Workplace benefits such as holidays, pension, health benefits scheme
- Re-training

### **Recruitment timeframes**

We aim to recruit front line and Internal posts within a 4/6 week period by:

- Shortlisting and interviewing each candidate within 7 days
- Facilitating Disclosure / PVG and Occupational Health screening on the day of interview
- Chasing references and request information to be returned within 14 days from interview
- Compliance with safer recruitment
- Liaising with Managers regarding service visits
- Liaising with Learning and Development team regarding inductions programmes

### **Human Resources will:**

- Recruit staff at Assistant grade (Appendix 1)
- Support managers at PVG discussions
- Arrange Induction and start dates
- Provide payroll with new start information
- Liaise with Facilities team re identification badges
- Communicate with new starts and publish success stories regarding Careers in Care
- Support the deployment / redeployment of staff across services
- Facilitate exit interviews
- Plan relief or agency staff to cover emergency situations only
- Monitor agency budget expenditure

### **Care Services will:**

- Ensure all recruitment is approved via the workforce planning process

- Notify HR as soon as possible of any contractual changes that may affect your staff structure
- Support the deployment / redeployment of staff across services
- Notify HR immediately of any leavers
- Notify HR of any out of hours agency expenditure as approved by the on-call

#### **4. RESPONSIBILITIES**

Human Resources have overall responsibility for the implementation and review of the Recruitment and Selection Policy.

Human Resources will also provide guidance on the interpretation and application of the Policy.

Service Development Leads have specific responsibility for recruitment and selection decisions within their own Care strand, and for ensuring that line managers and other staff comply with this Policy.

Human Resources are responsible for:

- Advising on the proper implementation of the Recruitment and Selection policy
- Co-ordinating the monitoring of recruitment and selection procedures and practices and review of the policy
- Ensuring proposals to amend or supplement the recruitment process meet the needs of departments e.g. the validation of candidate testing techniques.

All individuals involved in recruitment and selection will be expected to understand and correctly apply the policy on recruitment and selection. Appropriate training will be given to achieve this objective (see Section 7).

#### **Recruiting Manager Responsibilities**

- Co-ordinate the process for all grades of staff above Assistant (Appendix 2)
- Review job profiles and person specifications
- Ensure the workforce planning process is followed
- Ensure vacancy is within income and expenditure budgets
- Review and update Service information
- Ensure that equality and consistency are applied at all stages of the process
- Check the authenticity of information provided by candidates and be entirely satisfied as to the identity of candidates
- Ensure that all the required information is passed to HR at appropriate times in the process
- Ensure appropriate references are provided for the post applied for, given the candidates employment history (see Section 5)
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- Ensure that the screening process is satisfactory, following up where necessary
- Ensure the candidate's suitability to practise where appropriate

## **Human Resources Responsibilities**

- Provide standard selection process documentation to recruiting managers, and, together with the recruiting manager, ensure all documentation is both accurate and up to date
- Ensure that the core values of the organisation are reflected at all stages of the process
- Ensure that equality and consistency are applied at all stages of the process
- Liaise with the advertising agency where the post is being advertised externally, and distribute the advert internally
- Collate and produce applicant information packs
- Receive requests for applicant information packs and respond as requested
- Collate returned completed applications and prepare shortlisting paperwork
- Record details of applicant information packs sent out and those returned
- Inform candidates by telephone, email or letter of the outcome at shortlisting stage – successful (with interview details) or unsuccessful
- Prepare interview assessment paperwork and electronic applicant packs to the recruitment panel
- The panel chairperson will be responsible for the selection decision.

## **5. ESSENTIAL POLICY ELEMENTS**

When a vacancy arises, all the following stages in the recruitment and selection process will be implemented in the following order:-

### **Vacancy Review**

The Senior Manager will assess the need to fill the vacant post in relation to policy, statutory, organisational and budgetary requirements. They may also take into account information gained from the previous post holder at exit interview where appropriate. The Senior Manager must obtain authorisation from Workforce Planning before seeking to fill the post. A decision should be made whether the position requires successful candidate/s to hold PVG Scheme Membership or undergo another level of Disclosure Scotland screening.

### **Job Profile**

Every post must have an accurate, up to date job profile. The main purpose, duties and responsibilities of the post will be clearly defined. The job profile will be reviewed each time a post becomes vacant to identify any changes in job requirements.

Qualification requirements will be the minimum required for satisfactory job performance. All other criteria will be justifiable in terms of the requirements of the post.

### **Interview Panel**

The Senior Manager will be responsible for coordinating the selection of staff and effective completion of the recruitment process.

Authorisation to appoint staff at various grades is as follows:

<b>Post Recruited</b>	<b>Level of Panel</b>
Assistant grades	Human Resources
Coordinators	Registered Manager/Team Leader
Team Leader	Registered Manager or above
Registered Nurse	Registered Manager or above
Registered Manager	Area Care Manager or above
Area Care Manager	Service Development Lead or above
Head of Care	Director

### **Advertising**

Vacancies will be advertised either internally only, or both internally and externally simultaneously, except where Section 8 below applies.

The use of internal advertising only should take place when we have effective Care in house succession plans and have the skilled personnel to fulfil posts. This will be monitored by Service Development Leads, Head of Care and Human Resources to ensure that there is a valid and justifiable reason. Internal advertising only should not be used excessively to ensure that we are attracting new employees into the organisation, and not simply moving existing employees around.

Advertisements will accurately reflect the Job Profiles and the essential skills, qualifications and attributes identified, although the detail required will vary depending on the nature of the post. Advertisements will be standard as far as possible. The organisation's commitment to equality will be stated in all advertisements, including, where appropriate, a statement referring to particular target groups and that the post is suitable for job-share. Where a particular post is not suitable for job-share, this must be for a justifiable reason.

### **Application Forms and Applicant Information**

All applications must be on a WHG Care application for employment form. Curriculum vitae will only be accepted in addition to the application form and will not be accepted in place of the application form. Information regarding equal opportunities monitoring form will only be sought in compliance with the Equality Act 2010.

Inappropriate personal information will not be sought. A separate form will request voluntary declaration of information required for equal opportunities monitoring purposes, and will not be made available to the selection panel. Each applicant will be given an Applicant Information Pack, which will include information on the organisation,

### **Communication**

Applicants will be contacted by phone/email to confirm the outcome of their application and invitation to interview. Should email communication not be possible candidates will be informed by letter.

### **Shortlisting**

For Assistants posts candidates may be called directly to interview. For other posts shortlisting will be carried out by the selection panel meeting together, and will be determined by evaluating application forms against the criteria, using the appropriate documentation for recording purposes.

All applicants with a disability who meet the minimum criteria of the Person Specification will be shortlisted for interview (See Section 8 (c)).

### **Interview and Selection Methods**

Interviews will be conducted in a fair, consistent using a value based approach. An interview plan will be agreed, by the selection panel and will consist only of questions and information pertinent to the requirements of the post.

In determining the selection arrangements, the panel will give due consideration to the use of panel interviews, service visits, group discussions, presentations or formal testing methods. Where testing is seen as beneficial, Human Resources will be consulted to ensure the tests are appropriate and will not disadvantage any group.

### **Candidate Selection**

Panel members will reach the selection decision based on the requirements of the job profile in relation to the selection process. The panel chairperson will complete an Interview Assessment/Summary form for each candidate after interview, which must be signed by panel members. This will be used as the basis of the selection decision, and the reasons for this decision will be recorded and retained by the organisation as specified in Section 6.

### **Screening Procedure**

On the day of interview HR will complete the Disclosure Scotland application and screening for Occupational Health and where required Protection of Vulnerable Groups. This screening information is usually available to HR within a 2 week period. Successful candidates' appointment will be confirmed only after the following procedures have been completed.

### **Disclosure Meetings**

Where a PVG or other relevant disclosure indicated previous convictions a disclosure discussion meeting will be held with the candidate. This will be supported by HR with the relevant Care Manager recording the discussion, risk and outcome from this on the relevant pro-forma.

For posts that require PVG level of Disclosure, all applicants will be required to disclose information on criminal convictions, including spent convictions, where appropriate and in line with current guidance from Disclosure Scotland. This information will be obtained via the application form and detached prior to shortlisting by Human Resources staff. This will be kept under a secure, separate file and only viewed by the relevant authorised person.

**Candidates, whether British nationals or otherwise, who have spent substantial time overseas in the previous 5 years may be asked to seek the equivalent of a Disclosure check from the relevant authorities in their previous country of residence.**

### **Right to Work (Asylum & Immigration)**

The panel chairperson will be responsible for ensuring that the correct documentation is provided to confirm that the candidate has current and valid permission to be in the UK, and that permission does not prevent him/her from taking the job in question. Under the Asylum and Immigration Act 1996, and amendments 2004, it is a criminal offence to employ a person aged 16 years or over, who is subject to immigration control, unless the person has current and valid permission to be in the UK and that permission does not prevent him/her from taking the job in question.

Guidance from the HR should be sought where further clarification is required.

### **Medical Screening**

All appointments will be subject to pre-employment medical screening, in accordance with the procedure adopted by the organisation.

### **Verification of Qualifications**

Candidates will provide the interview panel chair with original certificates of relevant qualifications at interview. A verified copy will be retained for all candidates, and for the successful candidate, the copies will be retained within the HR File. For posts which require professional registration, the successful candidate will be required to provide evidence of qualifications and current registration status. Registration will be confirmed by the manager using the professional bodies' online records.

### **References**

All appointments will be subject to receipt of two satisfactory references, and these will be professional references where possible.

Where the candidate has had previous employment experience, one reference must be from the current or most recent employer and the other from a previous employer.



The information we require is detailed and comprehensive, consistent with our commitment to promoting the welfare of children and vulnerable adults, and as far as possible referees must be able to comment on candidates' skills, ability and knowledge in the workplace. Information sought will be objective and relevant to the post and to the candidate's employment history.

We do not accept references from employment agencies as employment agencies will not have direct experience of the candidate's work practice. Neither do we accept references from family members or friends.

If a candidate has not been in paid employment for a substantial period of time, then references may be sought from voluntary work, groups or committees the candidate may have been involved in. If this is not possible, character references may be sought from a professional person who has known the applicant in a capacity which is other than that of a family member or friend, such as a former school teacher or college lecturer, where they have known the candidate relatively recently.

Where it is deemed justified, the organisation reserves the right to contact a candidate's current or most recent employer to obtain a reference to ensure any appointment is consistent with our commitment to safeguarding the welfare of our service users and tenants.

Standard pro-forma's will be used for the purpose of obtaining reference reports. When reference reports have been received, the recruiting manager will be responsible for checking the authenticity of these and following up where necessary.

### **Hiring of Close Family Members**

The recruiting manager is responsible for ensuring that panel members **are not related** to the candidates and must ensure that any conflict of interest is stated and the interview panel members changed.

Managers must also ensure that there must not be any direct or indirect line management responsibility involving an existing member of staff and a close relative. Where the recruiting manager is aware of a relationship and any actual or indeed potential direct or indirect line management responsibility, this must be brought to the attention of the Head of Care for consideration before any offer of appointment is made.

### **Offer Expiry**

A conditional offer will expire 4 weeks from the date of offer if the screening process is not complete.

### **Professional Registration Requirements**

It is an essential requirement for all social care posts that successful candidates must gain registration and undertake any relevant qualification(s) with the Scottish Social Services Council (SSSC). Employees should submit a SSSC

application for registration within 4 weeks of their start date with our Organisation and must obtain registration within 6 months of commencing their employment. Failure to register or obtain registration within these timescales will result in the employee's employment being terminated.

## **6. RECORD-KEEPING**

A record of shortlisting evaluations and interview decisions will be made using the standard documentation. These will be held by the organisation for a period of four months from the date of the selection decision. If a complaint has been submitted relating to an appointment, the relevant records will be kept until the complaint is resolved.

## **7. TRAINING FOR RECRUITMENT PANEL MEMBERS**

The organisation is committed to ensuring that all panel members will be trained in recruitment and selection methods in order to fulfil the objectives of the Policy.

Human Resources will provide advice on the Policy to representatives of external organisations such as funding bodies who may wish to participate in the recruitment of organisation employees.

## **8. EXCEPTIONS**

### **Preferential Interviews**

The organisation may apply certain other criteria which create exceptions to the Recruitment and Selection Policy in order to give more favourable treatment to the following categories of people:

- employees awaiting redeployment as a result of policy, organisational restructure or budget reviews
- employees being considered for alternative employment on the grounds of ill-health or should they develop a disability whilst in post

Job applicants with disabilities i.e. all applicants with a disability who meet the **minimum (essential) requirements** of the person specification will be shortlisted. Applicants with a disability who are invited for interview will be asked if they have any specific requirements, for example, assistance with access to premises. Where an applicant with a disability states that they have special requirements for interview, this must be considered when arranging interviews and any specific requirements put into place.

Additional positive action measures targeting under-represented groups, consistent with legislation, may arise out of changes or additions to organisational policies.

### **Emergency Cover**

It is recognised that some services require immediate cover for absent employees to ensure staffing levels are sufficient to maintain essential services and/or safety standards. In these circumstances service managers should submit the Resource Planning forms to the relief-agency inbox and HR will arrange relief or agency cover during working hours. Out with office hours the on-call manager will hold the responsibility for coordinating staff cover. (Appendix 3 resource planning flowchart).

### **Internal Transfer of Staff**

Where a transfer request has been logged with HR, the staff member and receiving manager will be informed and will arrange a meeting to discuss the service requirements and potential transfer dates.

Where a vacant post has been advertised, either internally or externally, staff wishing to be considered for the post must apply through the normal recruitment procedure. The Internal Transfer of Staff Policy is not intended for use as a substitute for the normal recruitment procedure.

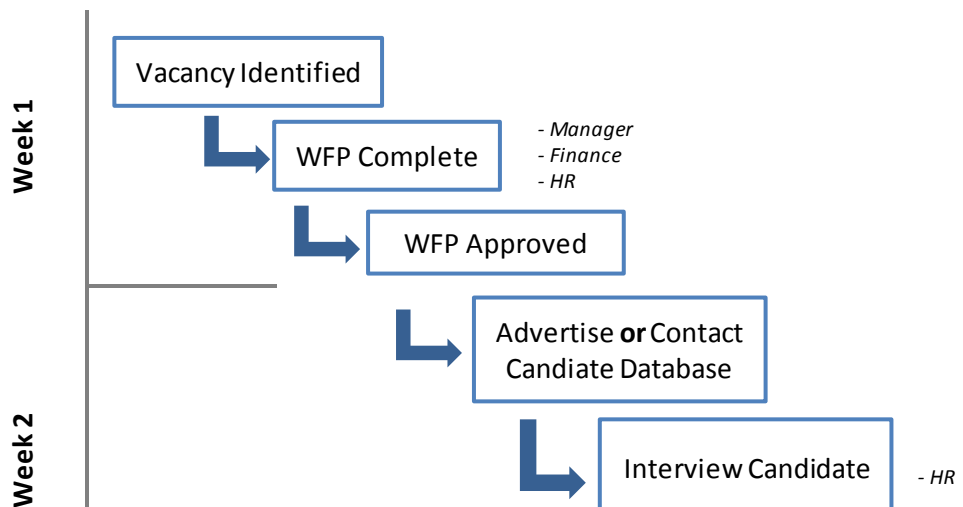
## **9. COMPLAINTS**

All applicants have the right to make a complaint of unfair treatment relating to any stage of the recruitment and selection process. Internal applicants who wish to make a complaint of unfair treatment relating to the recruitment and selection process should refer to the organisation's Grievance Procedure. A complaint by an external applicant, in the first instance, should be made in writing to the relevant Senior Manager. The Senior Manager will consult the selection panel members before making a written response.

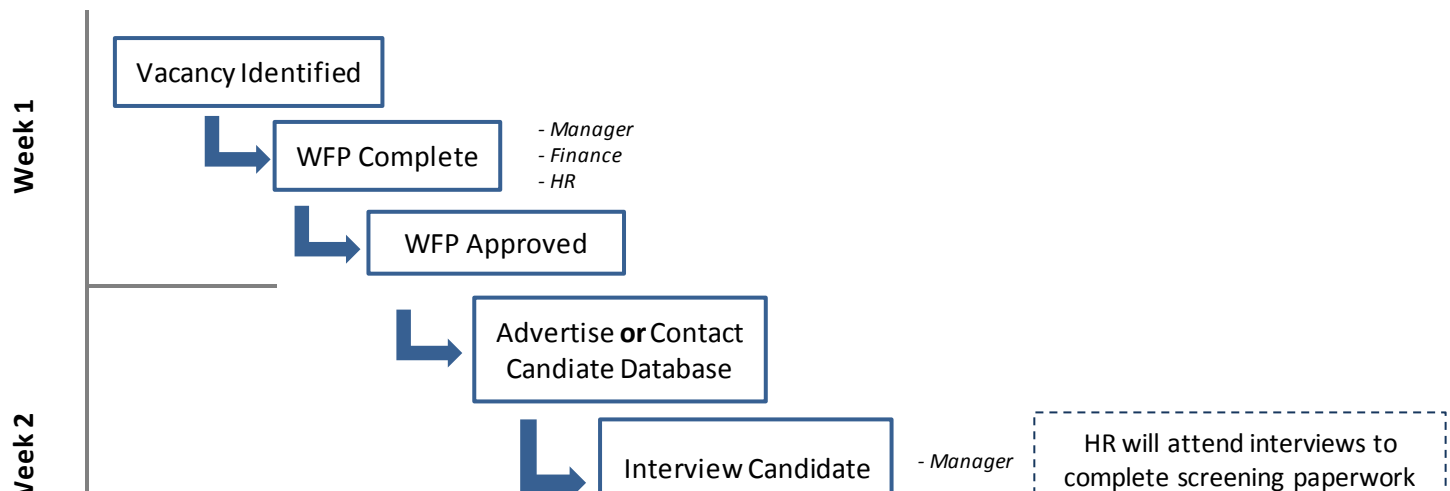
A complainant will suffer no future disadvantage in respect of employment or promotion, regardless of the outcome of the complaint.

Where a complaint regarding the recruitment and selection process is proven, all appropriate practices and procedures will be reviewed and amended accordingly to ensure no further breach of the policy. Where employees of the organisation are found to have acted in breach of the Recruitment and Selection Policy, this will normally be addressed through training. However, in exceptional circumstances, an investigation under the organisation's Disciplinary Procedure may be necessary.

## Appendix 1 Recruitment of Health and Wellbeing / Support Assistants



## Appendix 2 Recruitment (Posts above Assistant Grade)



## **Appendix 3 Resource Planning and Staff Deployment**

