



# Recruitment and Selection Policy

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## CONSULTATION AND RATIFICATION SCHEDULE

Name of Consultative Body	Date of Approval
Senior Management Team	March 2019
Senior Management Team	March 2022

## CROSS REFERENCE TO OTHER POLICIES / STRATEGIES

This policy should be read in conjunction with:
Disclosure PVG Policy
Risk Assessment Policy
Equality and Diversity Policy
SSSC Registration Policy
SSSC Codes of Practice

**KEYWORDS:** Adverts, Safer Recruitment, References, Shortlisting, Interview, Vacancy

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## APPENDICES to Recruitment & Selection Policy

- Appendix 1 Invite to interview letter
- Appendix 2 Unsuccessful at Interview
- Appendix 3 Recruitment and Selection Procedure flow chart
- Appendix 4 Proof of Right to work in the UK

## OTHER FORMS

- Employee Form
- Criminal Record Declaration Form (CRDF)
- Criminal Convictions Summary Form
- Reference Request Template
- Internal transfer request form

## **1. INTRODUCTION**

Successful recruitment is a key factor in the Organisation's ability to retain its staff. Having the right person in the right place at the right time is fundamental to satisfy the present and future service requirements, focussing on service users.

The ability of the Organisation to adapt to changing internal and external environments, the requirements of those who use our services, and expectations and legislation, is dependent upon the successful recruitment of staff with the appropriate level of skills and qualifications, abilities and personal qualities, who will identify with the values of the Organisation. These staff will see themselves as making a positive and innovative contribution and will be flexible, adaptable, and committed to the success of the Organisation.

## **2. KEY PRINCIPLES**

This policy, together with associated policies, procedures and guidelines will ensure:

- All recruitment and selection activities will be carried out in a fair, consistent, and objective manner at every stage.
- The Organisation, as an aware employer, is committed to safeguarding and protecting the welfare of children and vulnerable adults through practicing safer recruitment and makes this its number one priority.
- Compliance with current employment legislation and equal opportunities at all stages of the recruitment and selection procedure.
- Fair and transparent recruitment and selection in line with best practice.
- Recruitment and selection of staff is conducted in a professional, timely and responsive manner.
- Appropriate training, development, and support to those involved in recruitment and selection activities are provided.

## **3. SCOPE**

This policy applies to all staff employed by Primecare Health Ltd. All employees involved at any stage of recruitment and selection process should be aware of and adhere to the contents of this policy. For recruitment relating to the Registered Manager and Senior Management Team (SMT) posts, a committee of Director's will appoint these positions.

## **4. ROLES AND RESPONSIBILITIES**

### **Director**

The Director has overall responsibility for all the Organisation's policies and procedures.

### **Senior Management Team (SMT)**

All members of the SMT are responsible for ensuring that the Recruitment and Selection policy and associated policies are fairly and equitably applied within their area of responsibility.

### **Managers**

All managers will apply this procedure in a fair and equitable manner.

## **Human Resources**

The HR Team is responsible for providing technical and specialist advice where required and ensuring that Managers receive effective training in Recruitment and Selection. This is assisted with our external partners - Citation.

### **5. EQUALITY AND DIVERSITY**

This policy applies to all current and prospective staff within the Organisation, regardless of age, colour, disability, nationality, religion/belief, gender, sexual orientation, marital, social and employment status, gender reassignment, political affiliation, trade union membership or any other status. All staff will be treated in a fair and equitable manner recognising any special needs of individuals where adjustments need to be made. No one will be subject to any form of discrimination, inequality, victimisation, harassment or bullying as a result of implementing this policy. For further information, please refer to the Equality and Diversity policy.

### **6. ANALYSING THE TEAM AND THE JOB**

The recruitment procedure may commence when a member of staff submits their resignation or when an additional or new post has been identified and approved. It should not be assumed that recruitment is the only option.

When a vacancy occurs, the manager should conduct a full review of their department and team involved to establish whether to proceed with recruitment. It may be more appropriate and beneficial to relocate the workload, restructure or decide the post is not necessary. If there are any significant changes to the job description or if a new role is established this must be submitted to job evaluation. For further information please contact the HR Department.

### **7. AUTHORISATION OF VACANCY**

The recruiting manager should gain authorisations for all vacancies from the appropriate Directors or department manager.

#### **Internal / External Advertising**

The recruiting manager must initially send an email detailing the vacancy request (including internal or external, job title, permanent or temporary, hours, to the relevant Director for both internal and external adverts.

HR will post all internal adverts. Where practicable all adverts must have a minimum of a two-week closing date to allow fairness to all staff.

For any advice or suggestions on where to advertise contact the Services Manager. HR will suggest alternative advertising methods. If this is not suitable for the required post, HR will ensure the most appropriate media is used for attracting applications.

#### **Internal Transfers**

Staff who wish to transfer to a different service area within the organisation will be required to submit an email to the HR Team. Transfers will only be considered for current or lesser

positions. Promoted posts will be subject to the normal procedure. If more than one request is made for transfer the Services Manager reserves the right to exercise a selection criterion

### **Recruitment Agency**

If there is an immediate need for staff, the use of recruitment agencies may be considered, however authorisation must be given by the relevant Director before proceeding. Any recruiting managers must discuss using a recruitment agency with their relevant Director prior to making or responding to any approaches from recruitment agents. This is to ensure it is in line with the recruitment agency preferred supplier agreement which is currently in place and will allow HR to keep a record of any agency workers placed throughout the organisation.

The recruiting manager should contact the preferred supplier to advise of their recruitment needs.

## **8. THE APPLICATION PROCESS**

Applicants can choose either to download an application form via our website or to upload their CV to our Applicant Tracking System (ATS - currently Fusion). Applicants can contact individual service areas for further information.

Applicants should submit their applications via the ATS. Where an applicant initially applies with a CV, they will be required to complete a Primecare Health Ltd Application Form, Equal Opportunities Monitoring Form and Criminal Record Declaration Form. All job descriptions and person specifications are available on the Organisation's Website or available on request.

## **9. SELECTION METHODS**

The Organisation uses competency-based interviews to recruit prospective staff in line with the organisations competency framework and values system. The selection process for each post will vary depending on the role and the specific skills, knowledge and experience that require to be measured. The recruiting manager must be vigilant when exploring gaps in employment history.

Recruiting managers who will be interviewing the shortlisted candidates must ensure they have the correct interview materials, which are available from the HR team. It is particularly important to ensure sufficient time has been allowed and set aside to prepare, interview and undertake appropriate assessments.

## **10. SHORT LISTING AND INTERVIEW**

Recruiting managers must short list as soon as the post closes, at the latest, as any applicant who is not notified within 2 weeks will consider themselves to be unsuccessful as stated within all job adverts. The recruiting manager must be the same person throughout the short listing and interview process. The short-listing process must allow sufficient time to ensure all applicants are fairly considered. Managers must be clear as to why each applicant has been selected or rejected and this must be recorded on the ATS. This

information is needed to allow us to produce KPI's on our entire recruitment process and is the responsibility of either the recruiting manager or the Clerical Assistant. Full training in the operation of the ATS can be provided from HR.

At least two consistent managers (one which must be the recruiting manager) must be on the interview panel. For senior posts, a larger panel may be required. The same interview questions and format must be used when interviewing for the same post within a service but could vary between services. Stakeholders may be involved in the interview process; however, all applicants would be advised of this in advance of their interview.

The Hiring Manager shall review all the applicants on the ATS and decide who is being interviewed / placed on hold / rejected. Once this shortlisting has been completed the services administration support shall contact the applicants via the ATS.

## **11. OFFER OF EMPLOYMENT**

### **Successful external candidates**

Successful candidates will be verbally offered the post by the recruiting manager or a member of the interview panel. They will give the candidates a preferred estimated start date (4 weeks from the date offer is made) and clearly explain the offer is subject to the appropriate references and necessary pre-employment checks being received, in line with our commitment to Safer Recruitment.

If the successful candidate has not yet completed a Primecare Health Ltd application form, this must be done once the offer has been made.

If a conviction is declared on the Criminal Record Declaration Form, please refer to the Disclosure/PVG Policy.

All new employees to the organisation are required to complete a six-month probation period. Please refer to the Probation policy for further information.

### **Successful internal candidates**

The recruiting manager is advised to contact their Services Manager in order to discuss the safer recruitment checks that may be necessary, which will depend on the nature of the post.

### **Unsuccessful candidates**

Once the successful candidate has accepted the offer, the recruiting manager will arrange for the unsuccessful at interview letter (appendix 2) to be sent to the unsuccessful candidates email address or home address. All interview documentation relating to the unsuccessful candidate will be destroyed after 6 months from the interview date. The ATS must also be updated.

### **Unsuccessful internal candidates**

The recruiting manager should contact the candidate to inform them of the decision, offering feedback and confirming the decision in a letter.

Paperwork relating to any unsuccessful candidates must be stored securely for 6 months from the date of interview.

## **12. SAFER RECRUITMENT**

The Organisation must follow requirements when recruiting staff, set by law and the SSSC Code of Practice. This is designed to ensure the Organisation recruits people who have the right skills, qualifications, experience, and physical and mental health to carry out the job they are being recruited for. Therefore, it is vital that the measures described in this policy are applied thoroughly and consistently whenever recruitment takes place.

### **12.1 Pre-employment Checks**

To ensure that all positions are filled by the highest quality candidates possible and to meet legislative obligations, all offers of employment are subject to the receipt of satisfactory references, medical and qualification checks / professional registration, proof of eligibility to work in the UK as well as clearance at the appropriate level required by Disclosure Scotland. The recruiting manager has the ultimate responsibility to obtain references and qualification checks - including Scottish Social Services Council (SSSC) registration.

The manager will then detail the actual start date once all other pre-employment checks are complete (references, qualifications, and proof of eligibility to work in the UK). HR will send out the start date letter and contract of employment. Candidates can only commence employment with the Organisation after all necessary checks have been carried out.

Employment checks may highlight information which contradicts details provided by the candidate and raise concerns which should be discussed with the relevant Manager.

### **12.2 Disclosure Scotland**

All relevant identification for Disclosure purposes should be collated by the HR Administrator when the candidate comes to the service for an arranged meeting. The Administrator will check all forms of identification and then have them countersigned and send to Disclosure Scotland for processing. Any offer of employment is conditional upon the prospective employee having a Disclosure Scotland check as well as other safer recruitment checks processed by the Organisation. A candidate cannot start employment until this information has been received. Relevant employees whose post has been designated as working with children and/or protected adults will be disclosed under the Protection of Vulnerable Groups Act 2007 (PVG) Scheme.

For further guidance please refer to the Disclosure/PVG Policy.

### **12.3 Occupational Health**

All successful candidates will be issued with a health questionnaire in the offer pack. This must be completed by the candidate and given to the HR Administrator who will then forward to our Directors for review. If any problems are identified through the pre-employment questionnaire a consultation will be arranged with the Services Manager who will notify the recruiting manager and advise of any adaptations as required. Any offer of employment is subject to satisfactory receipt of the occupational health report.



## **12.4 Employment History and References**

Previous employment history as well as exploring any gaps in employment must be discussed carefully with the applicant at interview.

### **12.4.1 Legislation**

Scottish Social Services Council – Code of Practice – part for Employers Section 1 point 3 states “You will ask for and provide accurate and appropriate references to share information relating to a person’s suitability to work in social services”.

- Employees may be unable to secure employment.
- The majority of organisations request references for potential new staff and recognise the consequences of being unable to obtain a reference for the employee.

If giving a reference the information provided should be accurate and fair. If a false or misleading reference is provided the organisation may be found negligent in their duty of care. On the other hand, if the organisation refuses to give a reference it could be construed as victimisation as the organisation has a policy of giving references.

### **12.4.2 Data Protection**

Under the General Data Protection Regulation (2018), job applicants have the right, upon written request, to gain access to any information held upon them. The request for information is known as a ‘subject access request.’ Although an individual has no legal right under the Act to obtain access to a job reference from the organisation that gave it, no such exemption exists once the reference is in the hands of the organisation to which it has been provided. Thus, a job applicant about whom references have been obtained and placed on file would have the right of access to them. The employer is however entitled to decline to disclose the reference if it reveals the identity of another individual (e.g. the author of the reference) unless either that individual’s identity can be concealed, or the individual has consented to the disclosure of the reference. Please see the Data Protection and Freedom of Information Policy for more information.

The General Data Protection Regulation (2018) requires the information contained in personal/ job references to be always managed confidentially. Under no circumstances should an employee’s details be given over the phone.

The right of subject access will remain under revisions to Data Protection legislation in 2018.

### **12.4.3 Giving References**

All reference requests will be issued centrally by the HR department. It is the policy of the organisation to issue standard references, detailing dates of employment, job title, job description and the reason for leaving the organisation. Managers must ensure all reference requests are forwarded to the relevant Recruitment Manager as soon as these are received, to allow references to be issued promptly.

#### **12.4.4 Personal References**

If you are asked to supply a personal reference i.e. you are asked to give a reference for someone who is a friend or colleague, you are giving a personal opinion on their character, and therefore the reference must not be sent on organisation headed paper. A personal reference is a request to you as an individual and does not refer to the role past or present within the organisation.

#### **12.4.5 Requesting References**

As a minimum two written references are required, usually from the two most recent employers, one of which should be their current line manager. These should be sought by the recruiting manager once the successful candidate has verbally accepted the offer, and permission has been given to contact the selected referees. Where the individual has been self-employed, evidence should be obtained that the individual's business has been properly conducted.

All references obtained should be written, however if a verbal reference has been given this must be followed up by a written reference. All offers of employment will be conditional upon satisfactory references being obtained. If the reference(s) subsequently turn out to be unsatisfactory this should be discussed with the relevant Services Manager and a decision taken whether the offer will be withdrawn, and the recruiting manager should contact the applicant by phone and letter to inform them of the outcome. If the offer is withdrawn the employer will not be in breach of contract as it was offered subject to satisfactory references.

#### **12.4.6 Safe Handling and Storage of References**

References should not be photocopied, and the contents must not be disclosed to anyone other than members of the interview panel, the recruiting manager and the Services Manager if required. References for the successful candidate will be kept in their personnel file for the duration of their probationary period only after which they are to be destroyed. Unsatisfactory references received should be stored with the recruitment documentation for the candidate at the service for 6 months only.

### **12.5 Professional Registration**

Candidates are required to give details of professional registration on the application form. All successful candidates will be asked to provide their original registration certificate which should be verified by the recruiting manager and a copy retained. The recruiting manager must search the SSSC on-line Register or relevant regulatory body when appointing a new employee to verify if they are registered and the status of their registration. This will also highlight if the applicant has been suspended or temporarily suspended from the register. If this is the case, please contact your relevant Services Manager.

If registration is required for a post, all staff must register within 6 months of moving into the post. Failure to do so could result in suspension or probation being terminated for new employees. All new employees must have their registration in progress by their 3 monthly review meeting. Please see SSSC policy for further information.

## **12.6 Proof of the right to work in the UK**

Any offer of employment will be conditional upon the prospective employee providing the necessary documentation to prove entitlement to work in the UK. Therefore, prior to the employee commencing work for the organisation, the recruiting manager must check that he/she has the document(s) in List A or List B (appendix 4). To avoid discrimination all job applicants must be treated in the same way at each stage of the recruitment process and all prospective employees will be asked to produce satisfactory proof of their right to work in the UK. All documents must be checked to ensure dates of births, expiry dates, stamps, endorsements, and names are valid and to ensure photographs are consistent with the candidates' appearance, prior to commencing employment. The recruiting manager must take coloured photocopies of the document(s)/relevant parts of the document(s) and enclose this along with the relevant new start paperwork and disclosure application.

If someone provides a document from List A, this will demonstrate that they are free from immigration control.

If someone provides a document from List B, repeat checks must be made every twelve months until such time that they can produce a document from List A. It is the manager's responsibility to ensure that they see a copy of the original document, take a coloured photocopy, record on the document the date it was checked and hold the copy on file. If the documents are not continuously checked to prove the employee still has the right to work in the UK, the organisation can be fined up to £20,000 per illegal migrant worker.

Please refer to appendix 4 for information on employing European Economic Area (EEA) Nationals, dISCL, Non-European Economic Area (EEA) Nationals and Non-EEA Students. For further advice or guidance please contact your HR Business Partner.

## **12.7 Process for Sponsorship**

Primecare HR will ensure safer recruitment is carried out during each interview as part of Primecare recruitment process.

All employees granted sponsorship will have completed and passed their 6 months' probation period.

When the employee's probation is signed off and providing, they meet the criteria, HR/Management will look at flexibility, commitment, and sickness levels of the employee. Once HR/Management are satisfied the individual meets the criteria our HR level one user will apply for the certificate of sponsorship through SMS system used by UKVI.

Once the sponsorship has been applied, HR will be given the right to work check code. HR/Management will ensure the employee is able to work and no restrictions applied.

The employee rota/hours of work will be monitored weekly carrying out manual rota/hours checks by HR to ensure the employee is completing 40 hours per week.

Primecare may occur issues if the employee fails to work their 40 hours a week, this could result due to sickness, holidays, or a last-minute cancelled support from service user.

Primecare will ensure any issues with under delivering 40 hours per week will be reported by HR through SMS system used by UKVI.

### **13. NON-EMPLOYEES**

#### **Students**

All students, work experience and work placements will be required to go through the safer recruitment checks. Managers must consult with the relevant educational body to verify that this will add value to the service. It is the Services Manager/ Head Teacher / Relevant department managers' discretion as to whether the service will incur the cost of the Disclosure or not.

### **14. TRAINING**

It is important that everyone involved with Recruitment and Selection knows clearly what is required of them and deals with the process in a consistent manner. The Organisation will therefore ensure that an up-to-date copy of this Policy, Procedure and Guidance are available for staff to access. Training on the recruitment and selection process will be provided to staff to ensure that they are aware of their responsibilities under this policy and procedure.

### **15. MONITORING AND REPORTING**

Primecare Health Ltd recognises the need to monitor the effectiveness of this and associated policies and procedures in line with legal requirements, SSSC Codes of Practice / Safer Recruitment and good practice. The HR team will monitor and present updates and amendments at regular intervals to the Senior Management Team (SMT).

### **16. COMPLAINTS PROCEDURE**

Any complaint associated with the recruitment, selection and appointment to posts should be submitted within two weeks to the Services Manager, in writing, who after consultation with the individuals involved will determine whether the matter should be formally considered. Where the complainant is a member of staff and the Services Manager determines that a complaint should be considered formally, the staff grievance procedure will commence.

### **17. POLICY REVIEW STATEMENT**

This policy will be reviewed every three years or earlier if appropriate.