

September 2019

Recruitment and Selection Policy and Procedure

This document relates to

Central Support Services

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Operational Services

✓

Community Engagement

✓

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Introduction

Purpose

- The purpose of this policy is to provide a consistent and effective policy and procedure that can be used as a tool by recruiting managers.
- This policy and procedure will also ensure that when recruiting new talent into Livability it is done in compliance with employment law, equality and diversity and the principles of safeguarding.
- This procedure may vary as appropriate and vary the time limits if it is reasonable to do so in a particular case.

Guiding Principles

- It is Livability's aim to be the employer of choice in the charity, social care and education sectors. We seek to recruit and retain staff of the highest quality, who are able to contribute fully to the achievement of the charity's aims and achievements.
- We will normally advertise our vacancies externally using varied channels and internally to existing staff with the aim of generating a diverse field of candidates who are representative of the people that use Livability's services.
- Applicants and appointments will be considered solely against job-relevant criteria. Livability has designated that there are a small number of posts which have an occupational requirement to be filled by applicants who are practising Christians and able to subscribe to Livability's Christian Faith Basis.
- Livability is committed to the 'Disability Confident' scheme and will guarantee an interview to candidates who declare to be disabled and who meet the minimum essential criteria for the job.
- All parties involved must ensure that they maintain confidentiality, as appropriate, within and outside of Livability.
- Anyone involved in the recruitment process should receive, on request, recruitment or systems training appropriate to their needs.
- If an external or internal candidate has difficulty at any stage of the recruitment process because of a disability or as a result of any other

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protected characteristic as outlined in the Equality Act, they should discuss the situation with the recruiting manager, Recruitment Team or a member of the Human Resources department as soon as possible so that reasonable adjustments can be considered and where possible implemented.

- As part of the application process, Livability will collect diversity information in line with existing legislation.
- Recruitment must be supported by a business case setting out the business needs and approved by the Executive Director of People and Change and relevant directors when recruiting for a non-established vacancy.
- Livability will ensure that the people we support and students are properly safeguarded against abuse by employees and volunteers through compliance with the Disclosure and Barring Service (DBS) and carrying out all appropriate checks.
- If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant they must declare it as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.

Scope

- A majority of this Policy and Procedure applies to the recruitment and selection of employees to Livability.

Responsibilities

- The **Authorising Manager** is responsible for authorising vacancies and associated recruitment and selection activities in line with their budget and this policy.
- **Hiring Managers** are expected to adhere to this procedure, highlighting to HR Business Partners and to the Recruitment Team any questions they have. The Hiring Manager is responsible for creating, reviewing and updating job descriptions and providing HR with the relevant authorisation to recruit. Managers have overall ownership of recruitment and selection of employees into their teams/units and in accordance with this policy and procedure will:
 - Cover all recruitment and selection costs from their budget;
 - Keep Access Recruit up to date when managing the selection process;
 - Offer any feedback to candidates (successful and unsuccessful);
 - Conduct an online DBS check when a candidate has been selected;

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- Conduct health checks;
 - Obtain relevant references from the applicant's previous employment;
 - Ensure that the new recruit is welcomed and inducted.
- The **Recruitment Team** is responsible for ensuring a smooth recruitment process from authorisation to start date, and for providing support to hiring managers through the process. The Recruitment Team is also responsible for:
 - Providing regular updates to hiring managers on the progress of recruitment activities;
 - Sending all relevant documents to the candidates during the recruitment process;
 - Handling enquires and applications and maintaining confidentiality at all times;
 - Providing the best possible candidate experience from application to appointment;
 - Ensuring all vetting checks are completed when a candidate has been selected;
 - Ensuring new starter records are stored confidentially and securely;
 - Maintaining the Applicant Tracking System;
 - Maintaining all recruitment forms and templates;
 - Ensuring that hiring managers and staff involved at any stage of a recruitment campaign, are aware and adhere to the recruitment and selection policy and procedure, applying it consistently;
 - Advising managers on suitable tests and interview questions when required;
 - Offering guidance and advice to managers and employees on the application of this policy and procedure across Livability;
 - Keeping up to date with employment and recruitment legislation and practices.
 - The **HR Business Partner (HRBP)** is responsible for making sure that staffing structures are fit for purpose and supporting recruitment and selection activities, ensuring adherence to the recruitment and selection policy.

HRBPs are responsible for:

- Advising managers on the application of the appropriate remuneration scales ensuring adherence to policy.
- Maintain an awareness of Human Resources related issues affecting the provision of our services, such as local pay market, recruitment

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market and feedback to Recruitment Team on a regular basis for policy consideration.

Equality and Diversity

- Livability is committed to equality of opportunity, diversity and inclusion, and ensuring that applicants and candidates are not discriminated against at any stage during the recruitment and selection process. In accordance with the Equality Act 2010, Livability will not discriminate on the grounds of the following protected characteristics
 - Disability (mental, physical or sensory impairment)
 - Race
 - Age
 - Religion or belief
 - Sex
 - Gender re-assignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Sexual orientation
- Livability is committed to providing a fully inclusive and accessible recruitment process by offering an interview to disabled people who meet the minimum criteria for the job.
- Livability is committed to employing and retaining disabled employees and it ensures that this is reflected in job adverts, at all levels.
- A job applicant's gender identity status is irrelevant to the recruitment process, except in the rare circumstances where an occupational requirement applies to the job. If Livability is relying on an occupational requirement, it will need to make this clear in the recruitment material. Livability will not ask questions about gender identity status and job applicants are not required to volunteer information about it, unless an occupational requirement makes this relevant. A job applicant with a gender recognition certificate is never required to disclose their gender history.
- If during the recruitment process information is disclosed about a job applicant's gender history, for example because certain documents are in a previous name, Livability will keep the applicant's gender history confidential and will not take this into account in the selection process, unless an occupational requirement makes this relevant. Livability will assess candidates for employment objectively against the requirements that are necessary for the effective performance of the job.

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- If a criminal records disclosure from the Disclosure and Barring Service (DBS) or AccessNI is required as part of the recruitment process, applicants must disclose any previous names and/or gender to the relevant disclosure body. Transgender applicants may make use of the special application procedure established by the criminal records check so that their previous name is not disclosed to Livability.

The Procedure

Hay Job Evaluation and Job Descriptions

- Prior to seeking authorisation to recruit for revised roles or new roles, a job description will first need to be evaluated using the Hay job evaluation method.
- In order for an effective evaluation to take place, the job description must be written using the template, and all standard elements must be completed. This includes: purpose; main duties and responsibilities; key working relationships and the person specification. This should then be sent to the Recruitment Team or HRBP. The JD template is available on the intranet.
- If it is considered necessary that due to the specific nature or context of a role there may be an Occupational Requirement e.g. Christian, female, etc., advice should be sought from the Human Resources Business Partner who will help assess whether it would be justifiable and proportionate to apply such a restriction.
- The job evaluation panel will be formed of two members of the HR team trained to evaluate using the Hay method. Once an evaluation has been completed the HR team will email the hiring manager to inform them of the grade and salary of the role.

Authorisation to recruit

All vacancies must be signed off using the 'Vacancy Request' form on Select HR

Access Recruit

All approved vacancies will be uploaded on Access Recruit by the Recruitment team.

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- The Recruitment Team will set up the hiring managers on Access Recruit and assign user log in details, and will provide training.
- For hiring managers who have no access to Access Recruit or have not been trained, the Recruitment Team will provide ad hoc advice.
- Access Recruit guidance notes can be found on the intranet in the recruitment folder

Recruitment Planning

- The Recruitment Team will offer advice on planning the recruitment campaign, covering the following key areas:
 - Best methodologies for attracting candidates
 - Budget for advertising/agency
 - Recruitment timetable i.e. closing date, shortlisting, interview dates
 - Ensure that salary and pay grades are accurate on adverts
 - Selection tools
 - Recruitment panel

Advertising

- The nature of the vacancy will determine the best type of external advertisement e.g. online only adverts including job boards, press adverts or social media. Other forms of advertising may include local authority vacancy bulletins, colleges/university websites, Job Centre Plus contacts, church networks and printing and distributing flyers. Costs and advice with respect to the best method for attracting applicants can be obtained from the Recruitment Team.
- All external adverts will be designed by the recruitment team in line with the guidelines from the Livability Communications Team.
- Advertising costs will be charged to the hiring manager's budget.
- The majority of roles will be advertised internally and externally at the same time.

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Head Hunting

- For senior appointments, the hiring manager may commission, via the Recruitment Team, a specialised agency to “head-hunt” or do an executive search for potential candidates. The role will still need to be advertised internally for at least two weeks.
- The cost of the agency fee if their candidate is successful will be charged to the hiring manager’s budget

Secondments

- The hiring manager may want to consider advertising the vacancy on a secondment basis rather than a permanent basis. A secondment is typically for no longer than six months. In this situation, the employee’s substantive post will be retained for them at the end of the secondment.
- If the hiring manager wishes to fill the post permanently after the secondment they need to advertise the vacancy following this procedure rather than simply appointing the secondee.

Internal Only Adverts

- Examples of vacancies where ‘internal only’ advertising may be permitted include: maternity cover, secondment, acting up to 12 months, filling a post pending a restructure (See at Risk Register section of Restructure and Redeployment Policy on intranet).
- To apply to internal roles, the employee will need to submit the application via Access Recruit. The employee must inform their current manager of their applicant to the new role.

Applications

- The hiring manager will be able to monitor the ongoing recruitment via the online system. Normally all candidate enquiries will be handled centrally by the Recruitment Team
- Livability normally uses an online system for all applications so all applicants must be redirected to Access Recruit.

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- Paper based applications will only be accepted in special circumstances. The recruitment team will question and investigate any request for a paper based application form.
- Applications which arrive after the closing date should only be accepted if there's been a poor response i.e. a low number of applications. In this case all late applications up to the revised date should be accepted, to avoid claims of discrimination.
- The Equal Opportunities information is only used for monitoring purposes. This information is not to be used in the recruitment process or passed to any member of the recruitment panel.

Shortlisting

- The shortlisting process should last no more than 1-3 days after the closing date.
- The shortlisting panel should select candidates for interviews, based upon the essential criteria in the person specification. Candidates should not be selected for interviews unless they meet all essential criteria.
- In order to shortlist, individual panel members should review applications on Access Recruit, and then meet as a panel to discuss their scoring. The hiring manager will then update Access Recruit with the candidates selected for interview.
- When there are a large number of candidates who meet all the criteria from the person specification it may be desirable to undertake a longlisting process involving a preliminary interview or other form of assessment.
- All unsuccessful candidates must be notified using the template email on Access Recruit.
- Shortlisted candidates should be allowed 2-5 working days' notice to attend the interview.
- Candidates will be invited to an interview by the Hiring Manager or local administrators through Access Recruit, using the invite template email.
- Candidates with a disability will be offered reasonable adjustments.
- A template of the shortlist grid is available on the intranet.

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The interview process

- All members of the panel must be experienced in recruitment and selection or at least have read and understood this document. When a required member of the panel has not yet attended this training, they will need to contact the Recruitment Team, who will advise accordingly.
- The interview panel should, as far as possible, be diverse and balanced (e.g. panel members should be of different sexes and ethnicities).
- The interview panel will agree on specific competency questions prior to the interview. Questions need to be consistent across all candidates.
- The interview panel will use the interview question form available in the intranet and make notes during the process.
- The main selection tool used is interviewing, however there are a wide range of selection tools that may be used in addition to interviewing, examples are:
 - Presentations
 - In-tray exercise
 - Role play
 - Group tasks
 - IT literacy
- The interview notes for both successful and unsuccessful candidates should be scanned and uploaded in candidate's profile on Access Recruit.
- For education establishments (Nash and VEC), at least one member of the interview panel must be 'Safer Recruitment' trained, in line with statutory Keeping Children Safe in Education guidelines.

Interview Right to Work Check

- At the interview, the manager should verify that the candidate is eligible to live and work in the UK and is eligible to undertake the type of work they have applied for. The candidate can choose which document(s) to present, as long as the document(s) appear in the recognised [Home Office list](#).
- The hiring manager must ensure that the following original documents are photocopied in colour, signed and dated.

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- The passport front cover
 - All the pages which give the candidate's personal details, including photograph and signature
 - Any visa/endorsement which allows the candidate to do the type of work in question (including any letters)
- Additionally at Livability's Education Services (Nash College and Victoria Education Centre), take a photocopy of original qualification documentation at interview as relevant to the role.
 - Please refer to the Safer Recruitment Guidance available on the intranet for advice on hiring procedure in schools and services.

Offer

- Following interview, and where this has not already taken place, the hiring manager will verify that the successful candidate has the relevant qualifications and make a verbal conditional offer.
- If the verbal conditional offer is accepted then the hiring manager will send the details to the Recruitment Team via Access Recruit. The qualification certificate must be scanned and uploaded.
- The Recruitment team will action the formal conditional offer of employment through Access Recruit.
- Before any appointment can be confirmed, successful candidates need to provide satisfactory referee contact details, complete health assessment questionnaire and a DBS check.

Pre-Employment Checks

- Certain pre-employment checks must be completed prior to confirmation of appointment and the successful candidate starting.
- In Residential, Lifestyles Services and education, it is normal practice that the candidate(s) will be invited back to the unit to undertake the pre-employment checks.
- National Office roles only will not normally require a DBS check unless they are regularly attending services or are senior managers.

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Qualifications

- Where verification of qualifications did not take place at interview, the candidate will need to present original certification. This may include presenting membership certificates, and registration details of a relevant professional body.
- The hiring manager should take a colour copy of the original and certify it by signing and dating each copy. If an original isn't available for some reason, the candidate will need to obtain an authenticated copy from the awarding body.

Reference Checks

- All external candidates are required to provide at least two employment referees. One of which must be the candidate's current or most recent employer (if possible). The Hiring Manager or Team Administrator will request references by email. If no response is received, it is recommended that the referee is sent a follow up email or contacted directly by phone.
- Only written references will be accepted.
- Current CQC, CSSIW, NISCC and Ofsted standards recommend that references must be taken from the most recent or current employer and another reference from the most relevant employer. For example, if a candidate for a post working with children is not currently employed in a post working with children, a reference will be sought from their employment in which the candidate has worked with children to confirm details of the candidate's employment and his/her reasons for leaving.
- Character references should only be accepted in exceptional circumstances and should be provided by a person of professional standing. A full list of acceptable character references can be found in the 'List of Acceptable Character References' document.
- For those jobs with an occupational requirement for a practising Christian jobholder, a character reference should be received from a practising Christian in a pastoral or other accountable role in the church community.
- All employment references should be returned on either company headed paper or contain a company stamp. For email references the completed reference request form should be attached to an email originating from a company email account.

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- References coming from a personal email address will not be accepted. If a referee has left the organisation, the candidate should provide details of the HR department.
- If a referee does not respond to a reference request after 5 working days, the hiring manager must chase the reference, and will forward a reminder to the referee and contact the candidate to ask them to follow up their referee.
- If they do not respond after a further 10 days, the candidate will be asked to supply details of an alternative referee.
- If after 20 days working days a reference is unavailable or if a reference is unacceptable, hiring managers in conjunction with HRBPs may consider withdrawing the job offer. Should this happen this will be confirmed in writing to the candidate by the Recruitment Team.
- The Hiring Managers will inform the Recruitment Team once references have been received. The references must be forwarded to the Recruitment team for verification. In Education establishments, verification will be carried out by the local HR teams.
- All references will be held confidentially on the new recruit's centrally stored personal file.
- If the candidate is internal, the hiring manager may wish to take up an internal reference from their current line manager. Ofsted recommends this with respect to internal appointees in education.

At VEC School, references should be taken up prior to interview, where possible, in line with statutory Keeping Children Safe in Education guidelines.

Health Check

- Every new employee to Livability is subject to a health screening via our Occupational Health provider to ensure they are able to perform the role they have been offered and to ensure that reasonable adjustments are made where appropriate.
- Along with the contract of employment, the candidate will also receive details of how to access Occupational Health online so they can complete their health pre-placement questionnaire.

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- If the candidate is not able to access the online system, they may request a paper questionnaire which will need to be completed and returned in a sealed envelope.
- Once the health check has been completed, the Hiring Manager will inform the Recruitment Team. If the check highlights any particular issues, the Recruitment Team will also inform the Human Resources Business Partner.
- If further information is needed before deciding on an appointment, occupational health will be contacted. Occupational Health will gain consent to contact the candidate's GP and/or consultant so that a medical report can be obtained.
- If the information shows that the individual has an underlying medical condition that could affect their ability to perform the role, the manager, in consultation with the Human Resources Business Partner will assess what, if any, reasonable adjustments could be made to accommodate the individual in the job.
- If it is clear that no reasonable adjustment can be made or is not operationally viable, then the manager in consultation with the Human Resources Business Partner will consider withdrawing the job offer.

Disclosure and Barring Service (DBS)

- Please see the Livability Disclosure and Barring Service Policy and Procedure for further details.

Transgender Candidates

- A transgender person may supply documentation which does not correspond. Transgender candidates will have access to a nominated person in HR who is knowledgeable and able to deal with their documentation sensitively. This will involve retaining only what is needed, ensuring that the data is held securely and that there is no informal sharing of this information as this could be unlawful.
- DBS offers a confidential checking process to protect the privacy of applicants who have undergone gender reassignment and they can be contacted on 0151 676 1452.

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Satisfactory Pre-employment checks

- Once the above checks are successfully completed, the hiring manager can contact the candidate to arrange a starting date, if not already done so.
- The hiring manager will need to confirm this date with the Recruitment team who will transfer the new employment details to the HR Team.

Unsatisfactory Vetting

- In the event of unsatisfactory vetting, the hiring manager must verbally inform the candidate. The Recruitment Team will confirm the withdrawal of the offer in writing.
- The hiring manager is not obliged to detail which check(s) failed; simply that overall the vetting failed. If the vetting failed because of the health check, the manager should consult their Human Resources Business Partner before informing the individual.

First Day of Employment

- The Recruitment Team need to ensure that on the first day, the new employee has completed the onboarding details through Select HR.
- All new employees must receive and sign for the code of conduct and receive an induction which is largely delivered by the line manager. A detailed induction checklist is available on the intranet.
- Further details of induction can be found in the Learning & Development Procedure and the Probation Procedure.
- Please note that new starters, whose paperwork is not forwarded to Human Resources by the 10th of the month, will get paid their first salary on the next payroll run (following month).

Using Agency Workers

- Where Livability have been unable to fill a role via the direct recruitment process, or Livability bank staff cannot fill posts, agency staff may be used. Livability require recruitment agencies to check, verify, certify and ensure that workers have:

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- Right to work in United Kingdom
 - DBS clearance if working at services
 - Two satisfactory references
 - Up to date mandatory training
 - Original training certificates relevant to the role
 - Nurses and therapists pins if applicable
- Agencies will complete a pro forma which will be sent to the service manager prior to the agency worker starting. The manager will sign to say they have received this document and it will be stored at the unit in line with data protection principles.
 - Livability will conduct audits from time to time with agencies to ensure they adhere to this policy.
 - New agency workers should be given a similar induction to employees, including receiving the code of conduct and a formal induction.

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Executive Leadership Team	<i>Wande Showumni</i>	19 th August 2019
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Recruitment Process Map

