

Recruitment of Staff Policy & Procedures

Date of Review: September 2023

Date of Next Review: September 2025

Senior Operations Manager: 

POLICY ON RECRUITMENT OF STAFF

1. Introduction

Accuro has established a range of sound practices to ensure that the staff it recruits have the relevant training, experience and skills to conduct the tasks for which they are appointed and thereby seeks to actively promote the safety and well-being of the people to whom we provide services and who are connected with Accuro in other ways.

Accuro recognised the desirability of combining its existing practices into a clear policy statement that incorporates explicit guidance governing the recruitment of staff. This, we believe, improves our arrangements by enhancing the consistency and transparency of our recruitment practices.

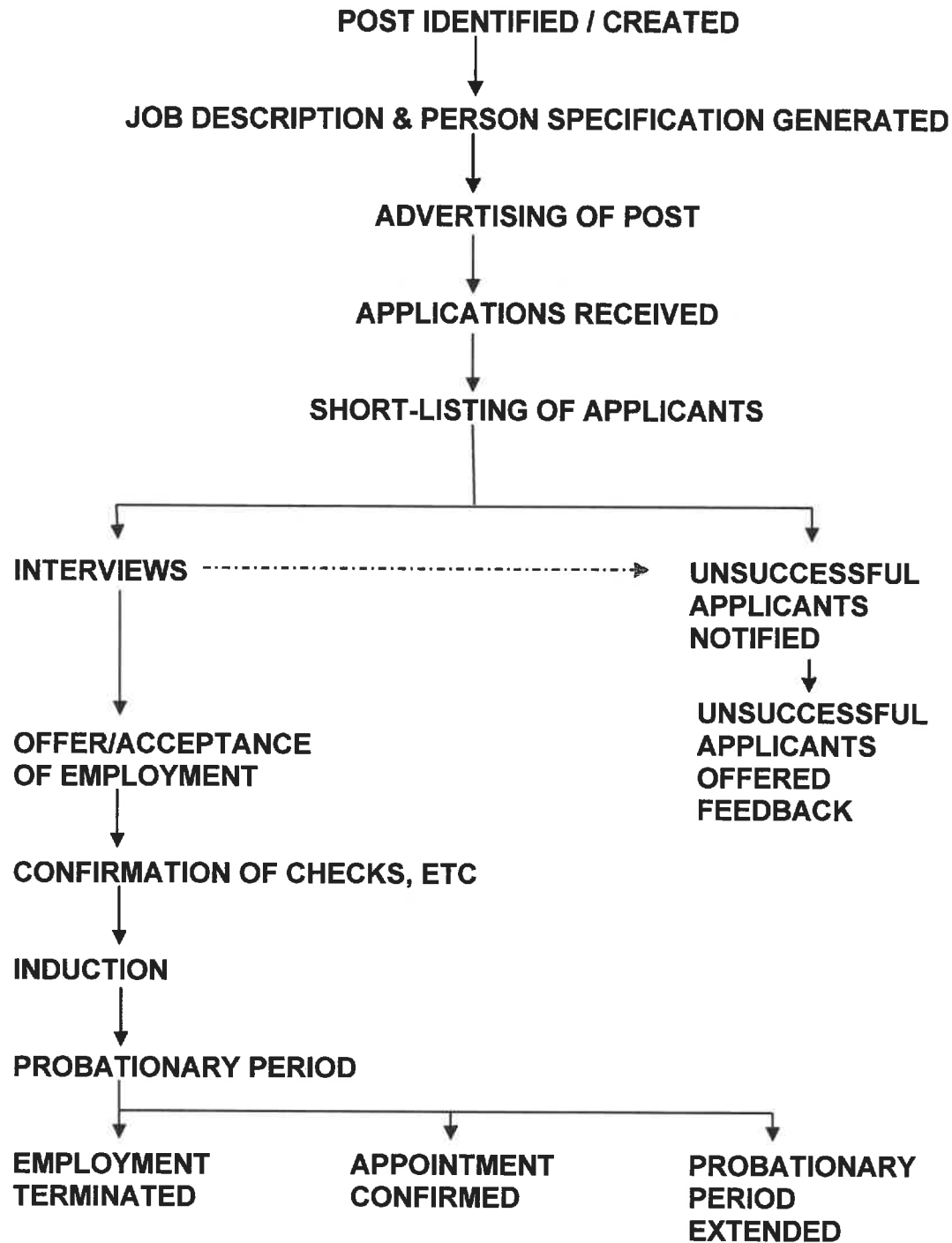
This policy and the incorporated guidelines are underpinned by the following assertions:

- That promoting and safeguarding the well-being of the children and potentially vulnerable adults to whom Accuro provides services is paramount
- That this policy must reflect Accuro's commitment to promoting equal opportunities and diversity in accordance with its own statements and policies on these issues.

Accuro is keen to ensure that this policy is actively pursued and has therefore sought to present it in a format that will be easy to interpret and follow. Accordingly, the policy follows a format linked to our sequential recruitment procedure, which may be illustrated as follows, (see next page).

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These stages and the factors associated with them are now considered in turn.

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2. Advertising

a) **New posts**

It is the policy of Accuro that all newly created posts or existing posts that become vacant, will be open to both internal and external candidates. From this it follows that all such posts will need to be advertised in a way that is accessible to both types of candidate.

b) **Changes to existing posts**

Where it becomes desirable/possible for Accuro to substantially change one of its existing posts (e.g. regrading it as a more senior position) Accuro may restrict applications to internal candidates.

c) **Advertisements**

All advertisements will include:

- A statement that Accuro is committed to promoting and respecting equal opportunities and diversity and that all staff are expected to adopt and implement this approach
- Reference to the fact that Accuro is a registered charity.

3. Application Packs

For each new post it creates, or for each existing post that is significantly changed, Accuro will produce:

- A job description
- A person specification

Each job description will include a number of features including:

- Job title
- Grade/salary
- Location of where post will be based
- An outline of the purpose of the post
- A summary of the main responsibilities of the post holder
- Identifying to whom the post holder is responsible
- Identifying any staff/volunteers for whom the post holder will be responsible
- Details of the hours of work.

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- A statement as to the individual's responsibility for promoting and safeguarding the welfare of children and/or vulnerable adults (as appropriate to their role)
- The requirement for an enhanced DBS check to be completed prior to appointment
- Details of any occasional duties or specific requirements (e.g. the need to work flexible hours, if this applies).

The person specification will identify both primary and secondary attributes of the post holder. These will be encompassed under a range of headings likely to include:

- Education/training
- Experience
- Skills and attributes
- Values and attitudes
- Knowledge.

The person specification will also outline any requirements for checks with the DBS, Ofsted or other agencies appropriate to the post concerned.

All potential applicants requesting information will be sent details. These will contain the relevant job description and person specification to which will be added.

- An introductory letter or email explaining the purpose of the post, where to return the completed application form and of any significant dates relating to the recruitment process (e.g. date of interviews)
- A link to the online application form.
- Details of an appropriate person who can be contacted for additional information/discussion
- A form requiring applicants to reveal any previous convictions and/or cautions
- An asylum and immigration disclosure form.

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4. Short-Listing

All completed application forms and any references received will be reviewed by the HR Manager and the appropriate Line Manager. The interview panel will be made up of the relevant Line Manager and one of the following: HR Manager, Senior Operations Manager, Operations and Development Manager, Operations and Projects Manager or Adult Projects Manager.

In the case of the Operations Manager posts, the applications will be reviewed by the Chair of Trustees or an alternative Trustee nominated by the Chair.

In considering which applicants to invite to interview and which to reject the only criteria used is the ability of each applicant to meet the requirements outlined in the person specification and job description.

Applications will be checked to ensure that each application is fully and properly completed; that the information provided is consistent and does not contain any discrepancies; that any gaps in employment are identified and explained.

Where an applicant is to be rejected at this stage the reason for the decision must be recorded, in writing and inform the individual that they have been unsuccessful. Reasons for this decision will not normally be included in the letter, however, may be made available on request.

Applicants who are invited for interview will be asked to complete a Health Screening Questionnaire, which they will be required to bring to the interview. This will only be opened/considered if it is the intention to offer the specific candidate a post.

5. Formal Interview

Having decided which, if any, of the applicants to interview, the Panel will meet to decide the manner/format for the interviews. This will involve, for example:

- Devising the primary questions that will be asked. These questions will reflect the criteria outlined in the job description and person specification but should also provide the opportunity to explore the candidate's motivation and suitability for working with children and/or vulnerable adults, if appropriate
- Agreeing a system for evaluating the performance of candidates (separate guidance on scoring systems is provided for panel members by Accuro)
- Deciding if candidates will be asked to make a presentation or carry out a work-based activity and if so deciding on the topic and length of any presentation or activity
- Ensuring that the format to be used is compliant with equal opportunities legislation.

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NB for all posts involving working with children and/or vulnerable adults a formal face-to-face interview will be required even if there is only one candidate.

The letter inviting candidates to interview will be clearly written and as a minimum will include the following:

- Time, date and venue of interview
- Directions to the venue
- Membership of the interview panel
- Any specific task (e.g. presentation) that has been set to assist in the selection process and the time/method allocated for this
- The opportunity to inform Accuro if the applicant has any special requirements (e.g. access)
- A statement stressing that Accuro will need to check and confirm the identity of the successful application and that appropriate documents confirming ID should be brought to the interview
- That it will be necessary to check any (relevant) qualifications the candidate included in their application and that they should therefore bring (original) documentation (e.g. certificates) from the awarding body.
- The need for applicants to complete and bring with them the Declaration of Health form.

6. Offers of Employment / Acceptance

A conditional offer letter and contract will be sent out outlining the key conditions in the offer of employment. The letter will state that this offer is conditional upon receipt of satisfactory references and DBS clearance and will also include details relating to:

- Salary
- Hours of work
- Start date
- Pension arrangements
- The need to successfully complete a probationary period
- Any special arrangements and conditions of employment.

The candidate will be required to confirm their acceptance of these Terms and Conditions by countersigning and returning the contract. A start date will be confirmed once references and DBS checks have been completed.

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7. References and Other Checks

Appointment to any post within Accuro is subject to the applicant satisfying certain criteria. These include:

- Satisfactory check with the DBS. Please note that because of the nature of the work undertaken by Accuro all staff, volunteers and trustees, will be required to undergo an Enhanced DBS Check prior to appointment; or, if the applicant has subscribed to the DBS Update Service, then they will be required to complete an Authority Form to enable Accuro to access their details on-line.
- Receipt of at least two satisfactory written references one of which must be from the applicants current or most recent employer (see also additional comments below)
- An identity check looking at original ID documents such as a passport or driving licence.
- Documentary evidence of qualifications included in the application.

In addition to the above the following guidance relating to references and checks must also be applied:

- In addition to seeking written references all referees will be contacted by telephone and asked to confirm the reference
- Records of references and checks made will be kept on the personnel file of successful applicants.
- Checks with the DBS will be renewed every 3 years; or, if the applicant has subscribed to the DBS Update Service, details will be checked by Accuro on an annual basis.
- Where a (successful) applicant has previously worked with children or vulnerable adults in one or more settings Accuro will, as far as is reasonably practical, seek verification of the reason why this employment ended from their former employer.
- References will not be accepted from relatives or partners of applicants & where a reference is provided by a friend this must be someone who has known the applicant for a minimum of two years.
- In a situation where an applicant is unable to provide at least one reference from a current or (most) recent employer the advice of the Senior Operations Manager and/or HR Manager should be sought on what alternative will be acceptable

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- For a school leaver a reference from the Headteacher of their last school may replace a reference from their current/most recent employer.
- Verification of the candidate's medical fitness (via a declaration by the candidate) or any suitable adjustments that need to be made.

NB: Accuro will keep a record for all successful applicants indicating the receipt of the above.

8. Unsuccessful Applicants

Applicants who are not successful at interview will be advised of the interview panel's decision in writing and will be offered the opportunity to receive feedback on their application and interview.

Any unopened health screening questionnaires will be returned along with the letter to the applicant or may, with the applicant's consent, be destroyed.

9. Induction

Regardless of the role or previous experience on commencing employment with Accuro each new member of staff will be provided with an induction programme relevant to their post. Responsibility for devising and implementing a suitable induction programme will be with the person's line manager. All induction programmes however will include the following:

- An induction to the policies and procedures of Accuro, and in particular those relating to Health and Safety issues, Child Protection and/or Protection of Vulnerable Adult Policies
- A tour of the person's place of work
- An introduction to all other members of staff and, if appropriate, to key members of the Board of Trustees
- A safeguarding training session with Accuro's Senior Operations Manager or other competent person
- Confirmation of the conduct expected by staff
- The opportunity for a new member of staff to discuss any issues or concerns about their role or responsibilities
- How and with whom any concerns should be raised, in particular any concerns involving the safety and well-being of children and/or vulnerable adults
- A mentor will be identified for all staff new to the organisation.

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10. Probationary Period

Each new employee, or existing employee promoted/transferred to a different post, will be subject to a probationary period of 6 months. Performance will be continually monitored during this period and will be reviewed after 3 and 6 months. If, after 6 months, Accuro is satisfied with the person's performance then their employment will be confirmed in writing.

If Accuro is not satisfied at the end of the probationary period, it may either terminate the contract of employment or extend the probationary period for (a maximum of) a further 3 months. The probationary period may only be extended once at the end of which employment will either be confirmed or terminated.

During the probationary period, feedback on the recruitment process should be sought from new appointees so that we can understand how improvements might be achieved.

11. Training

In order to ensure the effective and consistent implementation of this policy Accuro will arrange, and regularly update, training for those members of staff and Committee members who are engaged in one or more of the stages of recruitment. It is envisaged that Accuro will also provide specifically tailored "in house" training programmes for panel members, to include specifically targeted training for those involved in recruiting to posts involving work with vulnerable children, young people or adults.