

08.01 RECRUITMENT AND SELECTION POLICY

1 PURPOSE AND SCOPE

- 1.1 Bield Housing & Care (Bield) recognises that people are fundamental to its success.
- 1.2 Bield aims to achieve a consistent and fair approach to the recruitment and selection of people which results in the 'the best person for the job' being appointed to any vacant post within Bield. Selection decisions will be based on objective criteria defined in the person specification for the role.
- 1.3 The purpose of this policy is to provide a sound framework for the recruitment and selection of all employees, casual workers and volunteers to Bield.
- 1.4 Bield is a social service employer and this policy and associated procedure are compliant with the legal requirements for safer recruitment as set by:
 - Public Service Reform (Scotland) Act 2010 (as amended) and relevant Scottish Statutory Instruments.
 - Scottish Social Services (SSSC) Code of Practice for social service workers and for employers of social service workers;
 - Health and Social Care Standards; and
 - The Nursing and Midwifery Order 2001.

In addition, the Policy and associated Procedure are compliant with the following employment legislation:

- Equality Act 2010
- Data Protection Act 2018
- Immigration, Asylum and Nationality Act (2008)
- Rehabilitation of Offenders Act 1974

Therefore, the Policy and Procedure must be followed not only to comply with employment legislation and good practice but also to ensure safe recruitment in compliance with regulatory requirements with respect of social service workers.

- 1.5 The Policy and Procedure are non-contractual.
- 1.6 The Recruitment and Selection Policy and Procedure are to be read in conjunction with the following Bield Policies and Procedures: Equality & Diversity Policy; Disability (Employment) Policy; Employment of Close Relatives Policy; The Protecting Vulnerable Groups and Disclosure Policy and Procedure; Rehabilitation of Offenders Policy; the Code of Conduct; Use of Agency Worker Policy and Procedures; Bield's Data Protection Policy; Redundancy Policy and Procedures; Bield's Retention Schedules; Housing & Care Services Operational Manual (section 8); and Bield's Scheme of Delegation.
- 1.7 In order for the Policy to be effective, it is essential that any employee who is involved in any aspect of the recruitment and/or selection of people to Bield is aware of and follows it. Compliance with the Recruitment and Selection Policy and

Recruitment and Selection Procedures is mandatory; both must be followed for all recruitment and selection activity. Failure to do so will be regarded as a disciplinary matter.

2 PRINCIPLES

- 2.1 Managers involved in recruitment and selection have authority to make selection decisions.
- 2.2 Bield will seek to recruit the best candidate for the job based on merit and assessment against objective criteria. The recruitment and selection process should ensure the identification of the person best suited to the job and Bield.
- 2.3 Bield encourages applications from internal candidates and will advertise all roles internally save for in exceptional circumstances. All internal candidates who meet the essential criteria for the role will be interviewed.
- 2.4 Internal applicants with live formal disciplinary and/ or capability warnings will not be considered for internal promotion (i.e. a higher graded post).
- 2.5 Bield is striving to be an equal opportunities employer and will seek to ensure a diversity of applications through advertising which is accessible to all sectors of the community.
- 2.6 Bield will ensure that the recruitment and selection of people is conducted in a professional, timely and responsive manner.
- 2.7 Bield will ensure that its approach to recruitment and selection is compliant with current employment legislation and will meet the requirements of any external accreditation or award received.
- 2.8 Bield will provide appropriate training, development and support to those involved in recruitment and selection activities. Any manager involved in recruitment and selection should have received training or should seek assistance from Human Resources prior to any involvement in recruitment and selection.
- 2.9 Recruitment and selection is a key public relations exercise and should enhance Bield's reputation and promote its employer brand. Bield will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- 2.10 Bield will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.
- 2.11 Bield will strive to ensure its recruitment and selection activity achieves value for money.
- 2.12 If an employee involved in the recruitment process has a close personal or familial relationship with an applicant they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.
- 2.13 All documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act (DPA). Applicants will have the right to access any documentation held on them in accordance with the DPA.
- 2.14 Bield will carry out appropriate pre-employment suitability screening on all successful applicants in line with the SSSC's Code of Practice.

- 2.15 Bield encourages the participation of service users in the selection process as detailed in the Housing & Care Operational Manual.
- 2.16 Vacancies which could be considered suitable alternative employment for employees facing potential redundancy will be held back for consideration by such employees.

Recruitment & Selection Procedure

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1. Introduction

Vacancies generally arise as a result of one of the following reasons:

- i) resignation or retirement of the postholder;
- ii) transfer or promotion of the postholder to another post within the Bield;
- iii) creation of a new post

This procedure provides an overview of the key stages and timescales involved in recruiting and selecting at Bield as well as outlining key roles and responsibilities in the process. The procedure is mandatory and must be followed for all employee vacancies (casual worker vacancies are covered in section 13). Recruitment of volunteers is covered by the Volunteer Recruitment and Selection Procedure.

2. Authorisation

Prior to embarking on a recruitment campaign, you must ensure you have prior authority to recruit (check Bield's Delegation of Authority, Financial Regulations and local procedures to verify the level of authorisation you have). This should include a discussion with your Departmental Director/Assistant Director or Service Manager who will review the relevant policy, organisational and budgetary aspects and make a decision on whether the post should be filled.

3. Job Description and Person Specification

When a vacancy arises it is the responsibility of the recruiting manager to liaise with HR if amendments are required to be made to a job description. The amendments will be considered in relation to the job evaluation scheme.

If a new type of post is to be advertised, the job description is drawn up by the recruiting manager using the standard format and must be evaluated by HR.

A vacancy cannot be advertised until a changed or new job description and person specification have been evaluated and approved by HR.

4. Advertising

4.1 Authority to Recruit

To notify HR that a vacancy exists and initiate the recruitment process, recruiting managers should complete the Authority to Recruit form.

The information provided on the form must be accurate and up-to-date as it will be used to advertise the vacancy.

Forms submitted for roles which fall outwith the department's budgeted headcount (establishment) will be returned unless prior written approval has been received by the Board of Management to increase the department's budgeted hours. Recruiting managers should refer to their Departmental Director for further guidance.

Once the completed form has been received, a HR Advisor will make contact with the recruiting manager to discuss next steps in relation to advertising.

4.2 Level of Advertising

HR has responsibility for placing all job adverts. This includes advertising all jobs on the Bield website. All external adverts will also be placed at the job centre. Further advertising options are detailed in the Recruitment and Selection Managers' Guide. However, HR will have the final authorisation on advertising to ensure advertising activity remains within the recruitment and selection budget. Human Resources will liaise with and manage the involvement of any recruitment agencies invited to put forward candidates (this activity should not be undertaken by managers). Please note that any agencies used will normally be from Bield's approved supplier list unless otherwise agreed with Human Resources.

Vacant posts are normally advertised internally and externally at the same time except in the following circumstances where the vacancy may be advertised **internally only**:

- a) At least one internal candidate who meets the minimum criteria for the post applies and is shortlisted following at least 1 week of internal advertising
- b) When a temporary post or secondment is expected to last less than twelve months in duration.
- c) Where vacancies would result in a change of hours for an existing post-holder in the same type of post and at the same location. These vacancies may be initially advertised to employees in the same type of post at that location. (If there is only one applicant a formal interview is not required).
- d) Where vacancies have been covered by an employee for at least 6 months and that employee meets the performance requirements of the post.
- e) During a restructuring or collective redundancy situation (appropriate vacancies would first be advertised internally to at risk employees, i.e. employees who have been served formal at risk of redundancy notification). If no suitable employee at risk of redundancy is appointed after interviewing, vacancies will then be advertised internally in the normal way and externally if required.).
- f) Where there are budget restrictions.
- g) On the decision of the Senior Management Team in order to meet the operational needs of Bield.

A vacancy may be filled without advertising in the following circumstances only:

- h) When there is an organisational need to provide urgent temporary cover due to sick or other leave.
- i) Where a vacancy has been covered by an employee for at least 6 months on the basis of a temporary or fixed term appointment and that employee meets the performance requirements of the post providing also that the original vacancy was at least advertised internally.
- j) If an employee, casual worker or speculative applicant expresses an interest in a difficult to fill post (i.e. a post that has been unsuccessfully advertised). N.B. The requirement to interview the candidate for the post remains.
- k) On the decision of the Senior Management Team in order to meet the operational needs of Bield.
- l) If an employee transfers to another location in the same job and on the same terms and conditions.
- m) During a restructuring or collective redundancy situation appropriate vacancies would be first advertised to employees at risk of redundancy.
- n) Casual worker vacancies.

Vacancies in paragraphs a), d), i), j), l) and m) above must first be discussed with HR prior to making any commitment to an employee. There may be situations in which it is appropriate to advertise vacancies over and above the minimum level required.

A closing date is generally set for two weeks but a minimum of one week after the latest date of insertion of the advertisement.

5. Applications

All applications for employment will be made on Bield's Application Form. Curriculum Vitae will not normally be accepted. Personal data relating to gender, age, marital status, dependents, sexual orientation, religion nationality or ethnic origin will not be provided to the recruitment panel unless specific circumstances apply, i.e. Residential Posts, Genuine Occupational Qualification. Equal opportunities monitoring information collected is used for monitoring and reporting purposes only.

All applicants will have access to:

- Application Form
- Job Description and Person Specification
- Job advert which set out the terms and conditions of the post together with details of the department/scheme where the post is located.
- Equal Opportunity Monitoring Form and our policy statement

Additional information, such as the business plan or annual report, may be necessary to either allow individuals to make an application or may be sent to short-listed candidates. If this information is not available on Bield's website, it can be provided to candidates.

Applications submitted will be made available to recruiting managers by HR.

Managers must declare a conflict of interest if they have a personal relationship with a candidate (i.e. friends or family).

If no applications are received, HR will automatically re-advertise the position unless advised otherwise.

6. Selection

6.1 Nomination of Selection Panel and Interview Date

A selection panel, with a minimum of two members, must be nominated prior to the short-listing of application forms. Only the members of the panel will be involved in the shortlisting and selection of applicants (an exception to this is where a vacancy elicits a high number of applications and an appropriate member of HR has capacity to assist by drawing up an initial shortlist). All panel members must be involved in and have input to selection decisions (and therefore must be at least at the same level as the vacant post with the exception of the recruiting manager, who must be at a more senior level). The recruiting manager acts as the chair of the selection panel and will have the final say in the selection decision. The chair of the selection panel must ensure that all members of the panel are suitable and appropriately trained in Bield's Recruitment & Selection Policy & Procedures to undertake selection.

Interview dates should normally be agreed prior to the advertisement being placed and should take place no later than 10 working days after the closing date for applications. The recruiting manager must ensure that the date(s) of interviews are diarised with all panel members in advance of an advert being placed.

6.2 Shortlisting

The final short-list for interview is drawn up by the interview panel by objectively comparing each application form against the essential and desirable criteria contained in the person specification. To shortlist, Bield's Shortlisting Assessment Form should be completed. It is a record of the shortlisting decision and therefore it is essential that this information is completed for all candidates who apply.

It is recommended that whenever possible, members of the interview panel should meet together to draw up the short-list. The short-listing assessment form should be used at short-listing stage to aid short-listing and to provide a record of the assessment of candidates against the person specification criteria.

Internal candidates who meet the essential criteria for the post they have applied for should be offered an interview. It is not Bield policy to interview internal applicants who do not meet the essential criteria. If an internal candidate is unsuccessful, the recruiting manager should advise him/her of the reasons for not short-listing, i.e. to which of the essential criteria the candidate fell short.

Once the shortlist has been agreed, the recruiting manager should determine which candidates have been shortlisted and which to regret by completing the shortlisting assessment form then scanning and sending it to HR@Bield.co.uk. Application forms of candidates selected for interview retained by the interview panel. Printed application forms of unsuccessful applicants must be confidentially destroyed.

There are some exceptions to the shortlisting process as follows:

- Bield will invite all applicants with a disability to interview providing they meet the essential criteria for the post. Candidates are asked to confirm whether they are applying under Bield's Positive about Disability scheme on their application form. Managers should ensure such candidates are short-listed if they meet the essential criteria for the post.
- Bield's Employment of Close Relatives Policy prevents the employment of certain candidates who are relatives of existing Bield employees. Candidates are asked to declare any relationships on their application form. Candidates which fall into any of the categories defined in the Policy should not be short-listed.
- Internal and external applicants should not be considered for promotion opportunities (i.e. to a higher graded post) if they have live formal disciplinary and/or capability warnings (these should be disclosed on the candidate's application form and the circumstances should be assessed in line with Bield's Disciplinary & Dismissal Procedure to ensure consistency between internal and external candidates). Such candidates should not therefore be short-listed.

6.3 Interview

6.3.1 Create Interview Schedule

Prior to inviting candidates to interview, the recruiting manager is responsible for developing an interview schedule, based on interview dates and times agreed with other recruiting panel members, and for providing this information to HR. Creating an interview schedule allows candidates which apply online to select an interview slot at a time which is suitable. Recruiting managers may wish to create more interview slots than candidates invited to interview to allow candidates a bigger choice of interview slots to choose from. Note that it is always advisable to have interview slots at various times of the day as some candidates may have difficulty attending an interview during normal working hours.

6.3.2 Reasonable Adjustments

Candidates with disabilities are asked to provide information on their application form in relation to adjustments which could alleviate any disadvantage their disability may cause in the interview process. This information is made available to managers. Reasonable requests for adjustments should be accommodated. Managers may seek advice from Human Resources in relation to any requests to provide adjustments.

6.3.3 Interview Assessment Form

To help you plan for the interview and aid decision-making in accordance with good equal opportunity practices, Bield's interview assessment form uses a structured format. It is a record of the interview and therefore it is essential that this information is completed for all candidates who attend interview for auditing purposes. In the rare event that a candidate claims discrimination, this information may be used to defend the recruitment and selection actions of Bield and as such all panel members should take care to complete it properly. Under the Data Protection Act 1998 candidates have the right to ask to see the completed form and could be used by a candidate in any discrimination claim. The assessment criteria should correspond to the criteria set down on the person specification. Further information on interviewing is available in the Recruitment and Selection Managers' Guide.

6.3.4 Checks at Interview

Interview panel members are responsible for undertaking certain stages of employment checks at interview. To help you, these are detailed on the interview assessment form but further information as to why they are important has been provided below. It is important that recruiting managers undertake these checks at the interview stage to avoid delays later in the process.

Employment History

It is essential for prospective employees to provide an accurate employment history for at least the last ten years. There may be gaps in employment but these should be accounted for e.g. unemployed, caring for children/dependant etc. It may be that the candidate genuinely cannot remember dates when asked at interview if so, please advise them that if a conditional offer of employment is made the full ten year history will be requested at the time of the written offer being made.

References

Recruiting managers should ensure candidates have provided reference details on their application form. One reference should be from the line manager from the current or most recent employer. The second reference should be from the next most recent employer, if applicable. Please check that referees are appropriate (e.g. the referee is not a friend or relation) and that a business email (ideally) or postal address have been provided (i.e. not home addresses or free email account addresses such as Hotmail and yahoo).

If an employee is reluctant to provide details from the required employers, please ask sensitively for the reasons. If they are concerned about the provision of negative information you can explain that we consider very carefully the account given by both the individual and the employer before making a decision about whether or not the reference is satisfactory.

Health/ Sickness Absence including Smoking, Health and Social Care Act 2005

The Equality Act 2010 prevents employers from asking candidates questions about their health or a disability until the candidate has either been offered the job or been put in a pool of successful candidates for a role. This means that it is unlawful for you to ask any questions about health or a disability during the interview process. This includes enquiries about the amount of sickness absence.

After a conditional offer of employment is made, HR will evaluate the detail provided in employment references in relation to health/attendance and high levels of sickness absence may in some circumstances lead to a withdrawal of offer of employment.

PVG/ Disclosures/ Criminal convictions

If a candidate offers information about a conviction you should take a full note of what happened and the circumstances and advise the candidate that before making a decision to offer employment the following factors will be considered: whether the conviction is relevant to the position being offered; the seriousness of the offence; the length of time since the offence took place; whether the applicant has a pattern of offending behaviour; and, whether the applicant's circumstances have changed since offending behaviour took place. If the candidate does not offer any information about a conviction you are not required to take any further action at interview; HR will seek further information from the candidate as necessary. HR authorisation is required to proceed to offer with a criminal conviction.

For casual workers, the cost of PVG membership (currently £59) will be split equally between Bield and the successful casual worker. This check will only be taken up for the successful casual worker once payment (currently £29.50) has been made to Bield. Please bear this in mind if you are offering casual work to those candidates who are suitable to work but not the selected candidate for the post of employment.

In order to process a PVG Scheme Membership application we require the applicant to provide proof of Identity in the form of three **original** documents (one from Group 1 and two from Group 2). If this is not possible then 5 documents from Group 2 must be produced. Examples of the main types of ID included in each list is detailed below, however a full list can be obtained from HR.

Group 1: Valid Passport, UK Driving Licence (full or provisional), Original UK Birth/Adoption Certificate, National ID Card (EU countries)*

*Group 2: Marriage/Civil Partnership Certificate, Non-original Birth Certificate**, P45/P60 statement, Utility Bill*** or Credit/Store Card Statement***, valid TV licence, Mortgage*

*Statement, British Work Permit/Visa****, Addressed payslip***, Valid NHS Card, Child Benefit Book, Asylum Registration Card*

**Issued within 12 months of date of birth*

*** Issued after 12 months of date of birth*

****documentation must be less than 3 months old*

***** documentation must be less than 12 months old*

The interview panel:

- Are required to check that the ID document is a true original and sign/date a photocopy of the ID document to be a true copy. **A photocopy without an original must not be accepted or signed by you.**

** Please contact HR if you require further guidance regarding the type of documents which can be accepted as proof of identification.*

- All completed applications should be returned to HR and copies of ID scanned and sent to HR@Bield.co.uk. HR will only process the PVG Scheme/Disclosure Application for the successful applicant. The completed application form and copies of identification for the unsuccessful applicants will be confidentially destroyed.

SSSC / Other Relevant Regulatory Body Registration

If the employee indicates that they are registered either with SSSC or other regulatory body, note the details on the interview assessment form. If documentation to verify their membership is provided, you should photocopy the documentation, sign and date the photocopy to confirm you have seen the original and scan and send the copy to HR@Bield.co.uk along with the interview paperwork. The copies of documentation provided for unsuccessful applicants will be confidentially destroyed. HR will check the relevant register for all successful candidates.

Qualifications

These checks are essential so that we can be sure that we have a suitably qualified workforce and that they are paid appropriately. Qualification requirements are detailed on the Person Specification for the role. It is a mandatory requirement that candidates provide evidence of qualifications that are essential and any qualifications listed as desirable which the candidate holds..

If a candidate brings an original qualification certificate to interview you should check the certificate to be a true original, sign/date a photocopy of the certificate to be a true copy and scan and send the copy to HR@Bield.co.uk with the interview documentation. This will enable the new employee to be placed on the appropriate part-qualified or qualified point

of the salary range, if applicable. Please note that only nationally recognised qualifications, e.g. MiDAS or City & Guilds are acceptable.

Please note that unqualified candidates or candidates who have not provided evidence of their qualification must commence employment at the first point of the salary range. NB this only applies to qualifications deemed desirable. No candidates should be offered employment if they do not have the essential qualifications required for the post.

Right to Work in the UK

All employers have responsibility to prevent illegal working in the UK and comply with the illegal working provision of the Immigration, Asylum and Nationality Act (2008). Organisations found to be employing illegal migrant workers can be subject to civil penalties (up to £10,000 per worker) for not conducting proper checks or criminal prosecution for knowingly employing illegal workers.

All interview candidates are requested to bring the original copy and a photocopy of the appropriate documentation to interview (check the government's list of acceptable documentation by clicking [here](#) (pp.14-15)).

The interview panel are responsible for:

- Checking the photograph/s (if available) is consistent with the appearance of the candidate.
- Checking the date of birth listed to ensure consistent across the document/s and that it corresponds with the appearance of the candidate.
- For passports and travel documents, a copy should be taken of any page containing the holder's personal details. In particular, you should copy any page that provides details of nationality, his or her photograph, date of birth, signature, date of expiry or biometric details; **and**
- Any page containing UK Government endorsements, noting the date of expiry and any relevant UK immigration endorsement which allows the prospective or current employee to do the type of work you are offering. NB Bield is only able to offer fixed term employment if applicants have time limited right to work in the UK.
- If candidate has brought original but no photocopy, ask candidate's permission to photocopy if you have facilities. This will help speed up the recruitment process.
- You must **sign** and **date** the photocopies of the documents **if** you consider them to be accurate copies of the original. **A photocopy without an original must not be accepted or signed by you. If you are concerned that the original might not be genuine you should note the reasons for this on the photocopy.**

In the event that a candidate does not bring a required document(s) to interview you should ask the candidate if they have the legal right to work within the UK and explain that if s/he is successful s/he will be required to show a required document (s) for the manager to check and provide a photocopy for Bield to keep before they can start work. Failure to provide required documentation may delay the candidate's start date or result in any offer of employment being withdrawn.

Please note that all candidates must be asked for this information so that Bield i) complies with the Immigration, Asylum and Nationality Act 2008 and ii) does not act in a potentially discriminatory manner by asking only some candidates for this information.

The recruiting manager is responsible for ensuring that all interview assessment forms are scanned and sent to HR@Bield.co.uk.

7. Conditional Offer

Once all the above stages of the procedure are complete, the recruiting manager is responsible for making a verbal conditional offer of employment to the successful candidate. The offer is subject to satisfactory references, eligibility to work in UK, satisfactory PVG Scheme Record or Disclosure Check (if appropriate) and any other conditions relevant to the post. Please refer to the Protecting Vulnerable Groups Policy regarding the posts for which a PVG membership must be obtained prior to an employee starting work. For office posts the starting salary must be agreed with HR. No employees are able to start work prior to a conditional offer of employment being issued. As above, Bield is only able to offer fixed term employment if applicants have time limited right to work in the UK.

Recruiting managers should confirm to HR which candidates they wish to conditionally offer, regret and offer casual work to.

HR is responsible for issuing all written offers of employment. A copy of the job description and further information about the benefits of working for Bield is sent to the successful candidate with the offer of employment.

8. Feedback

If an internal candidate is unsuccessful, the recruiting manager should advise them of the reasons for not appointing. There is no requirement to provide feedback to external candidates as a matter of course however if requested, feedback should be provided by the recruiting manager. Care should be taken when giving feedback that the reasons for non-appointment are related to the selection criteria and do not imply unfair discrimination.

All feedback must be factual, objective, and constructive with no personal bias creeping in. At the end of the feedback session, whether or not the candidate was offered the role, they

should have found it useful, have constructive action points and be left with a positive impression. The basis of the feedback is the interview notes. Further information on providing feedback is available in the Recruitment and Selection Managers' Guide.

9. Pre-Employment Checks

HR will undertake certain stages of employment checks in relation to: i) checking that those legal right to work in the UK documents approved as authentic by the interview panel do constitute evidence of the legal right to work in the UK; ii) recording qualifications and retaining copies or interview evidence of certificates; iii) requesting that the preferred candidate complete a PVG Membership Scheme or Disclosure Application (or apply for a Scheme Record Update) and assessing any vetting information (including criminal convictions); iv) requesting, checking and assessing written employment references, and; v) verifying registration with the SSSC or other relevant regulatory body. The final decision on whether pre-employment checks are suitable will rest with HR since HR are the custodians of Bield's registration with Disclosure Scotland and the SSSC.

10. Redeployment

Vacancies which could be considered suitable alternative employment for employees facing potential redundancy will be held back for consideration by such employees. The process for managing these situations is detailed in Bield's Redundancy Policy and Procedure.

11. Secondments

If a post is available on a temporary basis and an existing employee wishes to apply for the post under a secondment arrangement (i.e. for the employee's current post to be held open for him/her to return to after completion of the new temporary post) it is the responsibility of the employee applying for the post to first discuss this with their existing line manager.

Secondment arrangements should not be refused unreasonably however service delivery requirements will take priority. If the internal applicant is selected for the temporary post and the secondment is approved, dates of commencement should be agreed jointly by the employee's existing manager and potential new manager.

12. Record Keeping

The Scottish Housing Regulator recommends that a written record of reasons for not appointing short-listed candidates should be retained for a specified period.

If an applicant is processing his/her complaint through an Employment tribunal, he/she is required to register a complaint within three months of the event although under certain

circumstances this time limit could be extended. Therefore the documentation relating to the recruitment process will be retained on People Manager for 3 months before being confidentially destroyed:

- Job Advertisement
- Application Forms for unsuccessful candidates
- Shortlisting Form
- Interview Assessment Form
- Any other relevant documentation, i.e. record of assessment of alternative selection method.

13.Casual Worker Vacancies

Casual workers may join Bield via a number of different routes, e.g.:

- Existing employee resigns but is retained as a casual worker
- Casual worker contacts a development 'on spec' and is subsequently recruited
- An applicant for a vacancy is unsuccessful but is taken on as a casual worker
- A manager advertises for casual workers

Given there is no impact on the budgeted headcount by recruiting casual workers, the process for recruiting casual workers has some variations. For example, there is no requirement to have prior authority to recruit casual workers (although the Authority to Recruit form must be completed if a manager wishes to advertise for casual workers). However, the following stages of the above process still require to be followed:

- All casual workers must have completed a Bield application form (even if the original application was for another vacancy)
- All casual workers must be interviewed, undergo relevant checks at interview and an interview assessment form must be completed to document the casual worker's performance at interview (the interview may have been for another vacancy)
- The Casual Worker Start Up Form must be completed when a successful casual worker has been identified
- All offers of casual work are conditional upon satisfactory pre-employment checks, which HR will undertake as above

14.Responsibilities

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| Employees and casual workers | <p>Advising their manager if they intend to apply for another internal role</p> <p>Providing honest and accurate information in job applications</p> <p>Providing documentation required for pre-employment checks at interview stage</p> |
| Recruiting managers | <p>Evaluating the need to recruit in line with the context of the department's plan and budget</p> <p>Attending training on recruitment and selection and referring to the Recruitment and Selection Managers' Guide</p> <p>Undertaking recruiting manager responsibilities detailed in the Recruitment and Selection Policy and Procedure including:</p> <ul style="list-style-type: none"> • Ensuring prior authority to recruit in line with Bield's Delegation of Authority and local procedures • Checking the existing job description/ person specification accurately reflect the role being recruited and drafting job description/ person specifications for new roles. • Notifying HR that a vacancy exists by completing an Authority to Recruit form for all vacancies to be advertised • Developing an interview schedule of suitable interview slots • Chairing the selection panel and making selection decisions at shortlisting and interview stage • Completing selection paperwork to provide a written record of selection decisions • Undertaking checks on candidates at interview • Making a verbal conditional offer of employment and confirming the successful and unsuccessful candidates • Providing factual, objective and constructive feedback to candidates • Confidentially destroying recruitment and selection documentation held in locally after 3 months <p>Highlighting any conflict of interest</p> <p>Conducting recruitment and selection activity efficiently to avoid the impact of delays on the candidate and Bield</p> <p>Undertaking selection in a fair and objective manner and keeping a written record of decisions</p> <p>Liaising with other internal managers to agree reasonable release dates for internal transfers</p> <p>Supporting suitable internal candidates who wish to apply for vacancies which align to their development plans and career aspirations</p> |

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| <p>Human Resources</p> | <p>Maintaining the establishment budgeted headcount in conjunction with Finance</p> <p>Developing and monitoring the implementation of the Recruitment & Selection Policy and Procedure</p> <p>Providing advice and guidance to recruiting managers</p> <p>Undertaking HR responsibilities detailed in the recruitment and selection process including:</p> <ul style="list-style-type: none"> • Undertaking job evaluations • Providing advice and guidance throughout the recruitment process • Drafting adverts and arranging to publish them on the Bield website and externally • Managing the recruitment and selection budget • Preparing and issuing offers of employment • Following up pre-employment checks and assessing a candidate's suitability for employment • Confidentially destroying recruitment and selection documentation held in HR and on People Manager after 3 months <p>Monitoring and reviewing the recruitment process and supporting guidance in line with service level agreements and key performance indicators</p> <p>Providing training on Recruitment and Selection including equality issues.</p> |
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15. Recruitment Procedure Flowchart

