
Policy: RECRUITMENT POLICY
(Including DBS/CRB Checks)

1. SUMMARY

- 1.1. This policy defines WINNS Services RECRUITMENT POLICY (Including DBS/CRB Checks)
- 1.2. to ensure it meets requirements.
- 1.3. The Operations Director is responsible for implementation and management of the RECRUITMENT POLICY (Including DBS/CRB Checks)

Rev.	Date	Nature of Changes	Approved By
1	27 February 2018	Original issue.	C Stebbing
2	7th September 2021	General Updates	C Stebbing

2. POLICY: RECRUITMENT POLICY (Including DBS/CRB Checks)

INTRODUCTION

WINNS Services recognises that its employees are fundamental to its success and is committed to ensuring that the recruitment and selection process is conducted in a manner that is systematic, efficient and effective and promotes equal opportunities. A strategic and professional approach to the recruitment process enables the company to attract and appoint employees with the necessary skills and attributes to fulfil its strategic aims and support the company's values. This policy has been designed to provide a flexible framework that promotes good practice and adopts a proactive approach to equality.

EQUAL OPPORTUNITIES

WINNS welcomes diversity amongst its employees and seeks to ensure that all candidates for employment are treated fairly, and that selection is based solely on the individual's abilities and qualifications.

The selection process will be carried out consistently for all jobs at all levels. All those handling applications and conducting interviews will make themselves aware of the principles of the Equality Act 2018. The selection of new employees will be based on job requirements and the individual's suitability and ability to do the job and information sought from candidates will relate only to the qualifications for or requirements of the job.

Equality and diversity statistics are collated using the 'Equal Opportunities Monitoring Form' issued to job applicants. Any information obtained from the form will be held confidentially and used for monitoring purposes only. Where monitoring reveals under-representation, positive action will be taken to address any imbalances or ensure there is no potential for discrimination.

REVIEW

When a vacancy arises it presents an opportunity to consider restructuring or to reassess the requirements of the job. This applies whether it is an existing job or a new one. The following questions will help management to clarify the requirements of the role:

- has the purpose of the job changed?

- has the job changed from what was originally envisaged? Have work patterns, new technology or new products altered the job?
- are there any changes anticipated which will require different, more flexible skills from the job-holder?

Where a vacancy occurs through the resignation of an existing employee, the employee should be encouraged to give feedback on their role, responsibilities and associated issues to see if useful changes can be made to the job description and/or person specification. The 'Leaver Questionnaire' can be used to support this.

JOB DESCRIPTION

The job description details the main purpose, tasks and scope of the job and is vital to the success of the recruitment and selection process. It is the foundation upon which the person specification, advertisement, interview and appraisal and performance procedures will be derived. It also enables prospective applicants to assess themselves for the job and provides a benchmark for judging achievements. Managers should use the standard 'Job Description Form' to compile this.

PERSON SPECIFICATION

The person specification describes the knowledge, skills, abilities, experience and qualifications needed by the individual to carry out the duties of the job, as described in the job description. This should be prepared using the 'Person Specification Form'.

The criteria specified under these headings should be measurable and justifiable, as they will form the basis of the selection process. It is very important that the skills, aptitudes, knowledge and any criteria relating to personal qualities or circumstances included in the specification are related precisely to the needs of the job. It is essential not to discriminate against particular groups of potential applicants.

The person specification helps the selection and subsequent interview to operate in a systematic way by reducing subjectivity and bias and promoting objectivity.

PAY RATES

Once the job description and person specification have been drawn up, rates of pay will be considered. Factors such as scales, grades, market rates and skills shortages may affect pay rates and care should be taken to comply with the requirements of the equal pay and discrimination legislation and the national minimum wage.

SELECTION PROCESS

All staff involved in the recruitment and selection process will receive appropriate guidance in fair interviewing and selection procedures and must be aware of the principles of sex, race, disability and age discrimination and other relevant legislation.

The selection process must be carried out consistently for all jobs at all levels. The selection of new employees will be based on job requirements and the individual's suitability and ability to do the job and information sought from applicants will relate only to the qualifications for, or requirements of, the job.

The process will be managed by a Recruiting Manager (usually the line manager), who will:

- agree the recruitment channel(s) and the design and content of the advertisement
- agree selection methods, e.g. interviews, selection tests such as practical or psychometric tests, **role plays, team exercises etc**
- shortlist applications
- develop interview questions
- compile the selection panel (with support from another manager or Human Resources at interview, as required)
- decide if references/medicals are to be requested and when
- conduct interviews and any selection tests,

- make the decision

THE ADVERTISEMENT

Job advertisements will be widely publicised so as to encourage applications from all suitably qualified and experienced people. In order to attract applications from all sections of the community, the company will endeavour to ensure that advertisements are not restricted to areas or publications which would exclude or disproportionately reduce applications from any minority group.

To attract the right applicants, the advertisement will be designed and presented effectively. It will be tailored to the level of the target audience, be clear and easily understood, using positive words and imagery. The text will be kept short and simple while giving the main aspects of the job, career prospects, location and contract length. It will specify details, such as pay, qualifications and experience required, in a way which will reduce the number of unsuitable applications and only where it is a requirement of the job.

The advertisement will avoid prescribing requirements as to marital status. An age limit or group should not be specified and words like "mature" or "young" should be avoided. All job advertisements will specify a closing date and state how applicants should respond e.g. by requesting an 'Employment Application Form' or information pack, by sending a CV with a covering letter etc. It will also state the company's commitment to equal opportunities.

SHORTLISTING

Before the interview stage there may be a need to sift the applications to match the applicants as closely as possible to the job description and person specification and to produce a shortlist of people to interview. The 'Employment Application Form Covering Letter' should make it clear if references or medicals are to be taken up and at what stage. The applicants who best match the job description and person specification will then be invited for interview using the 'Offer of Interview Letter'. Those not invited for interview will be informed using the 'Rejection Pre-Interview Letter'.

INTERVIEWS

PLANNING THE INTERVIEW

Planning for the interview is very important. It not only ensures that all applicants are treated fairly but are also left with a positive and professional image of the company.

The panel will decide how the interview will be structured and plan the questions. A structured interview designed to discover all relevant information and assess the competencies of the applicant is an efficient method of focusing on the match between job and applicant. It also means that there is a consistent form to the interviews.

All questions will relate to the selection criteria and questions will not be based on assumptions about roles in the home and the family, or the assumed suitability of different ethnic or age groups for the post in question. Applicants will not be asked their age, nor should any questions be asked about health records, previous illnesses, etc. Apart from the permitted exceptions outlined in the Equality Act 2018 (see clause 11.3 below) it is only permissible to ask health questions once an applicant has been selected for the job. Where it is necessary to assess whether personal circumstances will affect the performance of the job (for example, if the job involves irregular hours or extensive travel) this should be discussed objectively and asked equally of all applicants.

Disabled applicants should not be asked about the nature of their disability or how it will affect their ability to perform the job. Any information needed to facilitate the employment of a disabled applicant should be followed through after the appointment has been offered. Appropriate interview arrangements (such as accessible interview rooms or the assistance of a sign interpreter) will be offered to disabled applicants to enable them to compete on an equal basis. If selection tests are to be carried out they will be free of bias and relate to the necessary requirements of the job. Consideration in giving any tests will include the objectives of such a test, the efficiency of the method selected, the number of applicants and the costs and benefits of such a method.

CONDUCTING THE INTERVIEW

The purpose of the interview is to draw information from the applicant beyond that already contained in the application form, to decide if they would be suitable for the job and to allow applicants the opportunity to demonstrate their skills, knowledge and abilities against the person specification. Each panel member will use a structured scoring system based on the applicant's competencies to record relevant answers and detail to show the personal assessment of each interview. The panel will keep an open mind on all applicants and a decision will only be made after all applicants have been interviewed and assessed against the person specification. The panel needs to be clear about why applicants were not selected and ensure that their notes reflect the decision-making process. The 'Interview Skills Guidance' sheet gives helpful pointers on conducting an interview.

AFTER THE INTERVIEW

A detailed record of the procedure will be written as soon as possible after the interview and the decision on whom to employ made as soon as possible. Recording answers and detail is important not only for the decision making process but also to provide feedback if so requested by applicants. The provisions of the Data Protection Act 2018 enable applicants to ask to see interview notes where they form part of a "set" of information about the applicant (e.g. the application form, references received etc, or the full personnel file if the applicant is already working for the company). The reasons for appointing or not appointing a particular applicant may also be challenged under discrimination legislation. Details of applicants and of selection decisions should be kept for six months after an appointment has been made, after which the information should be destroyed. Information on the successful applicant will form the basis of their Personnel Record. Data that is kept will be securely stored.

CHECKS

IMMIGRATION, ASYLUM AND NATIONALITY ACT 2014

It is a criminal offence for an employer to knowingly employ an illegal migrant worker. There are also civil penalties for an employer who employs an illegal migrant worker without having obtained a statutory excuse. This is achieved by 'Making Document Checks'.

All successful applicants will be asked to provide certain original documents **before** starting employment. All reasonable steps will be taken to check the validity of documents and copies made which will be securely retained for a period of not less than two years after the employment has come to an end. Basic visual checks will be undertaken to ensure that documents relate to the applicants by comparing any photographs in the documents and dates of birth against the appearance and apparent age of the applicants. Applicants who have restrictions on their time in the UK may be subject to repeat checks. Any UK Government endorsements will be checked to ensure they entitle applicants to do the type of work offered and that any expiry date has not passed. This is asked of all successful applicants in accordance with the company's non-discriminatory recruitment practices.

REFERENCES AND QUALIFICATIONS

If references are to be sought, the 'Employer's Request for Reference Letter' will be used. Current employers should not be approached without the applicant's express permission. Where certain qualifications are essential for a particular job, applicants should be asked for proof (ideally by asking the applicant to bring along certificates to the interview) and if checks on such qualifications are to be made, the applicant should be told of the check and the fact that copies of any relevant documents will be held on their personnel file.

MEDICALS

The Equality Act 2018 limits the circumstances where health-related questions can be asked before an applicant has been offered the job. Health-related questions can only be asked to help the company:

- decide whether any reasonable adjustments have to be made for the applicant to the selection process;
- decide whether an applicant can carry out a function that is essential ("intrinsic") to the job;
- monitor diversity among people making applications for jobs;
- take positive action to assist disabled people;
- be assured that an applicant has the disability where the job genuinely requires the jobholder to have a disability. (E.g. A counselling service for people with mental health conditions requires a counsellor who has personal experience of mental health conditions. The service advertises for people who have such a condition and it is allowed to ask at interview for the person to confirm that they have the condition.)

If a medical is essential it must be carried out in a non-discriminatory way, e.g. disabled people should not be singled out for medical assessment. If a report from an individual's doctor is sought, then written permission must be given by the individual and they must be informed of their right to refuse. They must also be informed of their right to:

- see the report before or after it is supplied
- withhold consent to the report being shown to the employer
- request that the report be amended.

CRIMINAL RECORDS

If the job requires a criminal record check this should be made via the Disclosure and Barring Service (DBS). It is the policy of WINNS Services to vet all staff working in educational, healthcare, government and any sensitive buildings where young or vulnerable people live or work. This is carried out as part of our recruitment process using a disclosure application form provided by the DBS.

THE JOB OFFER

Once the successful applicant has been identified, all applicants should be written to as soon as possible to inform them of the outcome using the 'Offer of Employment Letter' or the 'Rejection Post-Interview Letter'. The offer letter should state the specifics of the job and any conditions, including any pre-conditions or post-conditions. A written statement of the main terms and conditions of employment will need to be issued within two months of them starting work.

INDUCTION

Following the appointment to the post, an induction programme will be developed for the new employee following the guidelines contained in the company's 'Induction Policy'.

REVIEW OF RECRUITMENT PRACTICE

Recruitment procedures and practices will be kept under review. This is to ensure that the policy is being adhered, that there is no scope for unlawful discrimination and that it complies with relevant legislation.

COMPLAINTS

Any applicant who feels that they have not been treated fairly in the recruitment and selection process should contact the Office Manager. The complaint or appeal should be made in writing and will be investigated and responded to within 10 working days.