



## **The Langstane Group**

### **Recruitment Policy**

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Committee / sub committee	Board of Management
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Version	Version 4

<b>Version</b>	<b>Date of approval</b>	<b>Changes</b>
Version 1	14 May 2008	First issue
Version 2	22 May 2017	Rewrite in line with current best practice
Version 3	18 May 2020	Review and update
Version 4	19 October 2020	Care Inspectorate: Safer recruitment guidance

## 1. Introduction

A recruitment policy is of prime importance to ensure that the recruitment and selection process is safe, unbiased and transparent, ensuring that the best candidate is appointed based only on the individual's merit and compatibility with Langstane's values, goals and culture. It is also important, as Langstane evolves and changes, that new employees show a willingness to learn, adaptability and ability to work as part of a team. The recruitment and selection procedure should help managers ensure that these criteria are addressed.

Langstane is committed to creating a positive and inclusive environment, respecting equality and diversity and encouraging good relations between people of all ages. Langstane recognises the valuable contribution made by all employees and will work towards eliminating prejudice and discrimination.

The recruitment policy applies to Langstane employees. This includes those employed on permanent or temporary contracts, and for the avoidance of doubt, does not include visiting workers, students or those workers provided by a third party agency.

## 2. Policy Statement

The recruitment policy is designed to ensure that Langstane recruits the best available individuals to fill agreed vacancies within Langstane's workforce.

The policy is designed to enable appointing managers to achieve this whilst ensuring that the process is fair and transparent to all applicants.

It is further designed to ensure that no employee or potential employee receives less favourable treatment on any grounds in accordance with equality and discrimination legislation.

## 3. Objectives

The key objectives of this policy are to:

- Develop an excellent workforce committed to the aims, values and service delivery requirements of Langstane;
- ensure that the recruitment and selection process is fair and consistent;
- ensure that the recruitment and selection process is non-discriminatory;
- ensure that the recruitment and selection process conforms to all statutory regulations and agreed best practice.

It is Langstane's goal that all recruitment decisions will be based completely on the merits and abilities of candidates alone and no other criteria will be used. In order to achieve this, equality and diversity practices will be integrated into every stage of the recruitment and selection process.

A fair and safe recruitment process will remove barriers where possible to the employment of people from different backgrounds. This will enable Langstane to recruit

from the widest pool of talent, potentially raising the standard of intake and therefore increasing the opportunity of a more diverse workforce which reflects the community it is serving. A more diverse workforce should improve Langstane's service delivery, as it will include staff with more knowledge and experience about meeting the needs and aspirations of service users and potential service users. Langstane will ensure that all staff involved at any stage in the recruitment and selection process will receive equality and diversity awareness training. This will ensure that those involved in the recruitment process will not discriminate either knowingly or unknowingly by asking any questions which may lead to discrimination.

#### **4. Links to other Policies**

This policy should be read in conjunction with the following organisational strategies and policies:

- Staff Handbook
- Equality and Diversity Policy

#### **5. Recruitment and Selection**

The following process will be followed when a post is to be filled.

##### **5.1. Recruitment Process**

###### **5.1.1. Defining the Post**

When recruiting for new or vacant posts Langstane will conduct a job analysis, often carried out by the Service Manager and Departmental Director in liaison with the Human Resources (HR) & Corporate Services Manager. This involves assessing whether or not the post has to be filled and how it could be filled, what would be the adverse effects of not filling it or if the work could be distributed amongst existing staff. If it is an existing post determine if an exact replacement is required or if this is an opportunity to revise the requirements. If it is a new post the exact requirements should be clear and a job specification should be drawn up.

###### **5.1.2. Grading the Post**

The Departmental Director and the HR & Corporate Services Manager will be consulted to determine the appropriate grade and/or salary for the post. All new posts will be reviewed by the job evaluation panel and their recommendations will be taken into account when establishing the grade and/or salary for the post.

###### **5.1.3. Job Vacancy Form**

A job vacancy form will be completed which confirms details of the post.

The job vacancy form will be approved by the Departmental Director for existing posts. New posts will require to be authorised by the Board of Management.

Attached to the job vacancy form will be a job description and person specification. Managers will ensure that both of these documents are up to date and offer a true representation of the vacant post.

#### 5.1.4. Information Package

The HR & Corporate Services Manager will prepare an information package appropriate for the post.

The package will include:

- Job description and person specification
- Information on the department within which the post lies
- Information on Langstane terms and conditions of employment including salary/salary scale.

#### 5.1.5. Advertising the Post

The HR & Corporate Services Manager will discuss with the appointing manager the most appropriate method or selection of methods for obtaining suitable candidates.

The following options will be considered:

- Internal advert within Langstane
- Langstane corporate website
- Examination of previous applications received during the last six months and still held on file
- External advert within the job centre
- External advert in local press
- External advert in national press
- External advert on social media
- External advert in appropriate technical/professional or industry sector journal or website
- Use of a recruitment agency (for senior posts only)

#### 5.1.6. Internal Recruitment

All existing staff will be notified of permanent and long term temporary vacancies, and will be eligible to apply for any post.

#### 5.1.7. Secondment and Temporary Recruitment

Short-term appointments of less than a year e.g. maternity leave cover, may be advertised internally and filled by internal transfers, where appropriate to

do so, or by candidates engaged from suitable employment agencies. Temporary posts in excess of a year should be advertised internally and externally simultaneously.

#### 5.1.8. Application forms / information packages

Information packages and application forms for the vacancy will be available online via the Langstane website or, alternatively, will be sent by mail to prospective applicants, on request. The information packages will include guidance on how the application form should be completed.

Langstane follows the guidelines on the guaranteed interview scheme for disabled applicants and information with regards to this scheme will appear on the application form.

All packages will also include an equal opportunities form.

## 5.2. Selection Process

### 5.2.1. Collation of applications

All applications will be received by the HR Manager who will be responsible for gathering together all of the applications received within the specified application time.

Application forms will be recorded and assigned a reference number for identification purposes.

Information likely to identify an applicant will be removed from the application form in order to anonymise the process as far as possible.

Equal opportunities forms will also be removed from the application package and will be collated for statistical purposes.

Although applicants are asked to note any prior criminal convictions during the application process, all applications will be assessed on the basis of the applicant's skills, experience and interest in the advertised position and that a criminal conviction is not necessarily a barrier to employment.

### 5.2.2. Shortlisting

Application forms will be forwarded from the HR Manager to the appointing manager after the close of the application period. Appointing managers will approach relevant staff within Langstane to assist with shortlisting and interview.

All applications will be reviewed for shortlisting of candidates. Applicants must be chosen against the person specification. It is the responsibility of the appointing manager to record in writing the reasons why an applicant is not shortlisted.

The appointing manager will also take account of any applications which meet the criteria for guaranteed interview for disabled applicants and will include such individuals on the shortlist for interview.

At least three people, one of which should be the HR Manager, should be involved in the shortlisting process and sit on the interview panel.

### 5.2.3. Invitation for Interview

All applications will be returned to the HR Manager with a note of the shortlisted applicants. The HR Manager will invite candidates for interview and make all necessary housekeeping arrangements for the interviews. The HR Manager will also ensure that all applicants who qualify for interview under the guaranteed interview for disabled applicants criteria have been included on the shortlist.

The HR Manager will also inform the candidates who have not been invited for interview. Applications from unsuccessful candidates will be retained for a period of six months after which they will be securely and confidentially destroyed.

### 5.2.4. Interview Preparation

The interviewing panel, recommended to be three individuals, should reflect the same membership as the short listing panel and only individuals who have received interviewing skills training should be able to participate.

### 5.2.5. Interview

The appointing manager will ensure that the interview report form is completed as fully as possible.

When conducting the interview the appointing manager will ensure that Equal Opportunities legislation is strictly adhered to, with no discrimination shown on any grounds.

The HR & Corporate Services Manager will carry out all necessary personal identification and right to work in the UK checks as part of the interview process.

The HR & Corporate Services Manager will also obtain copies of qualifications for verification purposes, and will establish the current status of the Protecting Vulnerable Groups (PVG) scheme membership, if required for the post under interview.

As the candidates are being interviewed, the panel will score them appropriately and, based on this scoring matrix, will decide on the most suitable person for the post. Practical tasks may form part of the selection process where appropriate.

On completion of the interview process all interview packs will be returned to the HR Manager for filing for future reference if necessary.

#### 5.2.6. Successful Candidates

The appointing manager, or HR & Corporate Services Manager, will arrange to inform the successful candidate as soon as possible, agreeing a start date and starting salary, subject to satisfactory references and proof of the right to work in the UK if not previously documented.

The HR Manager will arrange to take up references for the successful candidate as soon as is practicable.

A formal letter of offer will be sent to the successful candidate, subject to provision of satisfactory references.

#### 5.2.7. Registration

Successful candidates who require registration with the Scottish Social Services Council (SSSC) will have a six month period to become registered. It is an offence to employ an unregistered worker beyond the mandatory registration unless the provider has a reasonable excuse.

Disclosure Scotland / PVG scheme membership checks will be carried out a minimum of every three years.

#### 5.2.8. Probationary period

New employees first six months of employment with the Association are considered a probationary period, during which time, by a process of regular performance reviews, suitability for the role will be determined.

The Association reserves the right to extend a probationary period or to terminate employment during or on conclusion of the probationary period for



any lawful reason, in accordance with the notice provisions as detailed within the Association's staff handbook.

#### 5.2.9. Unsuccessful Candidates

The HR Manager will inform unsuccessful candidates of the outcome of the interviews as soon after the interviews as possible but, in any case, no longer than five working days after the interview date.

#### 5.2.10. Retaining recruitment information

The Langstane Group will retain full records of those who are unsuccessful for a period of six months in case of a recruitment complaint, discrimination challenge, or to assist in the assessment of ways to improve the recruitment process for future vacancies.

### **6. Monitoring and Review**

The Director of Finance and Corporate Services will have responsibility for monitoring the implementation of the policy.

The policy will be reviewed every three years or where a change of legislation or best practice necessitates an earlier review.