



Six C's Care Limited
6 Midway Avenue, Bingley, BD16 1RN



Review Sheet



Last Reviewed
28 Apr '20



Last Amended
28 Apr '20



Next Planned Review in 12 months, or
sooner as required.

Business impact



MEDIUM IMPACT

Changes are important, but urgent implementation is not required, incorporate into your existing workflow.

Reason for this review

Scheduled review

Were changes made?

Yes

Summary:

This policy outlines the recruitment process that should be adopted by a service and highlights this through a values based approach. It has been updated to include a new procedural point on 'remote interviews' which staff should familiarise themselves with. A new Further Reading reference has also been included and all existing references reviewed to ensure they remain current.

Relevant legislation:

- Immigration and Asylum Act 2016
- The Rehabilitation of Offenders Act 1974
- Employment Rights Act 1996
- Equality Act 2010
- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- General Data Protection Regulation 2016
- The Health and Social Care Act 2008 (Regulated Activities) (Amendment) Regulations 2012

Underpinning knowledge - What have we used to ensure that the policy is current:

- Author: GOV.UK, (2010), *The Employment Relations Act 1999 (Blacklists) Regulations 2010*. [Online] Available from: <http://www.legislation.gov.uk/ukdsi/2010/9780111490457/contents> [Accessed: 28/4/2020]
- Author: Skills for Care, (2018), *Recruitment and retention*. [Online] Available from: <https://www.skillsforcare.org.uk/Recruitment-retention/Recruitment-and-retention.aspx> [Accessed: 28/4/2020]
- Author: HM Government, (2019), *Apply to the EU Settlement Scheme (settled and pre-settled status)*. [Online] Available from: <https://www.gov.uk/settled-status-eu-citizens-families> [Accessed: 28/4/2020]
- Author: HM Government, (2019), *Right to work checks: an employer's guide*. [Online] Available from: <https://www.gov.uk/government/publications/right-to-work-checks-employers-guide> [Accessed: 28/4/2020]
- Author: Gov.uk, (2019), *English language requirement for public sector workers: code of practice*. [Online] Available from: <https://www.gov.uk/government/publications/english-language-requirement-for-public-sector-workers-code-of-practice> [Accessed: 28/4/2020]

Suggested action:

- Encourage sharing the policy through the use of the QCS App
- Ensure the policy is discussed in planned supervision sessions with relevant staff
- Ensure relevant staff are aware of the content of the whole policy



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1. Purpose

1.1 To support in providing a fair, consistent and effective approach to the recruitment of all employees, in accordance with employment law and best practice.

1.2 To provide a framework for recruitment, induction and onboarding and training within SIX C'S CARE LIMITED. This policy should dovetail with those other named policies and procedures.

1.3 To support SIX C'S CARE LIMITED in meeting the following Key Lines of Enquiry:

Key Question	Key Lines of Enquiry
EFFECTIVE	E2: How does the service make sure that staff have the skills, knowledge and experience to deliver effective care and support?
SAFE	S1: How do systems, processes and practices keep people safe and safeguarded from abuse?
WELL-LED	W2: Does the governance framework ensure that responsibilities are clear and that quality performance, risks and regulatory requirements are understood and managed?

1.4 To meet the legal requirements of the regulated activities that SIX C'S CARE LIMITED is registered to provide:

- Immigration and Asylum Act 2016
- The Rehabilitation of Offenders Act 1974
- Employment Rights Act 1996
- Equality Act 2010
- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- General Data Protection Regulation 2016
- The Health and Social Care Act 2008 (Regulated Activities) (Amendment) Regulations 2012



2. Scope

2.1 The following roles may be affected by this policy:

- All staff

2.2 The following Service Users may be affected by this policy:

- Service Users

2.3 The following stakeholders may be affected by this policy:

- Family
- Advocates
- Representatives
- Commissioners
- External health professionals
- Local Authority
- NHS



3. Objectives

3.1 To recruit and retain skilled people by use of safe processes that enable SIX C'S CARE LIMITED to achieve and deliver its aims and values.



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4. Policy

4.1 It is the responsibility of Angela Musopero to:

- Comply with this policy and all related SIX C'S CARE LIMITED recruitment procedures
- Ensure that all necessary pre-employment checks are carried out including, where applicable, temporary, secondment and agency staff
- Maintain and update knowledge in relation to recruitment and procedures
- Ensure that recruitment is applied fairly to all
- Seek advice if information comes to light at any stage of the process which may impact on the employment offer
- Ensure that any member of staff responsible for the recruitment of others has the appropriate skills, experience and knowledge to undertake this role competently

4.2 The interview stage of the recruitment process at SIX C'S CARE LIMITED will assess the applicant against agreed standards and the interview will be documented. Specific attention will be given to avoiding discrimination of any kind. The recruitment framework will be achieved through values-based recruitment, as per the philosophy of care at SIX C'S CARE LIMITED.

4.3 Recruitment will be carried out by use of the suite of records for SIX C'S CARE LIMITED. These templates are available for Angela Musopero to access for all elements of the recruitment process to ensure consistency and quality.

4.4 SIX C'S CARE LIMITED will have due regard and compliance with data protection legislation in relation to the archiving and retention of candidate application forms and associated documentation.

4.5 SIX C'S CARE LIMITED staff responsible for any aspect of recruitment will have an awareness and current knowledge of the impact of the EU settlement scheme on immigration and the workforce. Resources are available within the Further Reading section of this policy.



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5. Procedure

5.1 Identifying a Vacant Post

When a vacancy arises, Angela Musopero will consider the most appropriate way to cover the work. Angela Musopero will review the staffing levels, skill mix and working patterns in their team to identify any potential redeployments.

The job description and person specification will be updated to reflect any additions or alterations of the role. Please refer to the suite of job descriptions and person specifications at SIX C'S CARE LIMITED, which outline the key duties and responsibilities for safeguarding.

A document is available within the Forms section to support rationalising the business case for filling a vacancy.

5.2 Advertisement

Alongside the job description and person specification, the advert for the role will be produced.

This will include:

- A statement of SIX C'S CARE LIMITED values and its commitment to safe recruitment and working with vulnerable adults
- The job title, salary, hours and location
- The contract type
- The closing date and potential interview dates (if known)
- Contact details for further information and guidance on how to apply
- That the role will be subject to DBS checks
- The role, skills and qualifications necessary
- The necessary standard of spoken English required for the role

The advert will be placed in the preferred sources as agreed by Six C's Care Ltd and a copy of the vacancy accessible to staff, e.g. staff notice boards, intranet.

5.3 Shortlisting

Candidates need to complete an Application Form. CVs will not be accepted.

Shortlisting of received application forms will involve a process of reviewing the application against the person specification, which will be carried out by two people. The job specification will be used to ensure that a consistent approach is taken.

Whilst shortlisting, staff will check that the Application Form is fully complete and highlight any inconsistencies (such as gaps in employment) that can be addressed during the interview stage.

All candidates who meet the criteria and who have indicated that they have a disability will be automatically shortlisted and reasonable adjustments to the recruitment stages will be implemented to ensure that candidates receive a fair process.

5.4 Invitation to Interview

Sufficient notice will be given to the candidate invited to interview.

When arranging the interview, staff must request the candidate brings ID with them, a copy of which will be held on the candidate's personnel file if successful.

For unsuccessful candidates, information will be retained and destroyed in line with the Archiving, Disposal and Storing of Records Policy and Procedure.

A template invitation to interview letter is available within the Forms section of this policy.

5.5 The Interview Process

Before the interview day, staff will set time aside for a review of the shortlisted application forms or telephone screens.

Staff will:

- Check that educational qualifications are appropriate and adequate
- Check work history; note and investigate all periods of no work and reasons for leaving the position
- Note any declared requirements for adjustments for disability
- Check the suitability of the supplied references
- Check the applicant's Disclosure status

If any areas for further discussion are identified as above, these will be added to the interview questions.

Upon the interview day, staff will also:



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- Check that identity has been clearly satisfied, and recent photographs supplied
- Check that all claimed relevant qualifications are accompanied by documentary evidence

Two people will conduct the interviews, one of whom will be the immediate supervisor or manager of the post being advertised. Interview questions will be agreed and standard for all candidates.

NB: If the interview is carried out by only one person as a result of staff resource issues on the day, the interviewer will be the immediate supervisor or manager of the post advertised and the interview will be preceded by a tour of SIX C'S CARE LIMITED accompanied by a member of the staff team on duty. That team member will report their personal impressions of the candidate to the interviewer before the interview and will be consulted about the employment decision.

5.6 Interview Environment

An interview room will be prepared that enables the candidate to feel relaxed, whilst ensuring that interviews will be private and uninterrupted.

Where possible, arrangements will be made for someone to receive candidates at the door, with instructions to deliver them to a waiting area, making them feel welcome.

All members of staff will have been made aware that interviews are taking place, so that candidates are welcomed appropriately, and the interviewer is informed of their arrival.

The candidate will be offered refreshments and supported to feel as comfortable as possible.

5.7 During the Interview

At the start of the interview, the interviewer will provide a brief outline of the philosophy and culture at SIX C'S CARE LIMITED, as well as gaining assurance of the role being interviewed for.

During the interview, all set questions will be asked, noting answers on the sheets provided.

The candidate will be informed that, if they are successful in their application, the job offer will be subject to the receipt of two satisfactory references, one of which must be from the previous employer and that they cannot start work until those references have been received in writing. They will also be informed that their appointment will be subject to satisfactory information being received from the DBS and the offer of employment will be conditional on the content of the reply and cannot be confirmed until a satisfactory reply has been received.

On completion of interview questions, the candidate will be provided with the opportunity to ask any questions. The candidate will be thanked for attending and informed of when the decision will be made, and how they will be informed.

Once the candidate has left, the score sheet will be completed. A copy of this can be found in the Forms section of this policy.

5.8 Internal Candidate Interviews

In the case of internal candidates, the full procedure detailed above will be carried out, but the completion of forms and interview questions will be adjusted to take account of prior employment with SIX C'S CARE LIMITED.

5.9 Remote Interviews

Where face to face interviews cannot be held, a remote interview will be used by SIX C'S CARE LIMITED as part of the recruitment process. The candidate will be provided with an invitation to attend a remote interview which could take the form of a telephone interview or via a remote platform, such as Microsoft Teams or Zoom etc. (Microsoft Teams is currently free for anyone with an NHS mail account, please refer to the link in the Further Reading section). This will be for the interviewer to decide what form of remote interview will be conducted with the candidate.

Before the interview takes place, the interviewer will undertake the pre-interview steps set out in section 5.5, ensuring that they:

- Check that educational qualifications are appropriate and adequate
- Check work history; note and investigate all periods of no work and reasons for leaving the position
- Note any declared requirements for adjustments for disability
- Check the suitability of the supplied references
- Check the applicant's Disclosure status

If any areas for further discussion are identified as above, these must be added to the interview questions.

Upon the interview day, staff will ensure that they:

- Check that identity has been clearly satisfied, and recent photographs supplied



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- Check that all claimed relevant qualifications are accompanied by documentary evidence

Initial document checks may be required to be completed remotely, however original copies should be taken to the office and verified prior to the staff member starting at SIX C'S CARE LIMITED. Where possible, a minimum of two people should conduct the interviews, one of whom will be the immediate supervisor or manager of the post being advertised. Interview questions will be agreed and standard for all candidates. A remote debrief session will also take place with all interviewers to discuss the candidate, as per section 5.10.

NB: If the interview is carried out by only one person as a result of staff resource issues on the day, the interviewer must be the immediate supervisor or manager of the post advertised. A second remote interview may also be required.

5.10 Post Interview

Following each interview, all candidates will be reviewed to critically question all reasons for rejection and acceptance, with no discrimination. If the interviewer is unsure of their proposed decision, they MUST consult Angela Musopero or senior management for further guidance.

It is important that particularly comprehensive notes are made if the person(s) offered the post(s) is not the highest scoring candidate. The crossing out of notes is not permitted, and any alteration must be scored by allowing the original to be legible and signed by the person making the alteration.

For all accepted candidates, they will be contacted offering them the post. A template offer letter can be found in the Forms section of this policy.

A rejection or a holding letter must be completed for every unsuccessful candidate, as appropriate.

5.11 Eligibility to Work in the UK and Identity Checks

Staff must refer to the Right To Work Checks Policy and Procedure in place at SIX C'S CARE LIMITED for full advice.

Staff can refer to www.ukba.homeoffice.gov.uk for current information and support with all aspects of eligibility to work.

5.12 English Competency Checks

SIX C'S CARE LIMITED will ensure that staff have the required level of English language competence for the role, which allows them to deliver a high standard of care to all Service Users.

For those candidates already registered with a professional body, SIX C'S CARE LIMITED can be assured that they will already have the required level of English competency for their profession.

SIX C'S CARE LIMITED will conduct competency checks when reviewing their profession registration.

For candidates from outside the UK, SIX C'S CARE LIMITED has a duty to ensure that they have the appropriate levels of English competency for the role, in line with the Equality Act 2010.

SIX C'S CARE LIMITED will measure the language competency of candidates through the application or as part of the interview process. Candidates may demonstrate that they:

- Have passed an English language competency test
- Hold a degree or relevant qualification in English from a recognised institution
- Have lived in a multi-lingual household where English was the primary form of communication
- Are a national of a majority English speaking country
- Have worked in an organisation or institution where English was their primary language
- Have pursued part of their education in the UK

SIX C'S CARE LIMITED will work with Service Users to determine the appropriate levels of proficiency for each role, as proportionate to the duties and responsibilities undertaken.

5.13 References and DBS

Staff will refer to the References Policy and Procedure and DBS/Disclosure Policy and Procedure for clear direction and support. Reference template letters can be found in the Forms section of this policy.

Angela Musopero will refer to the [Care Quality Commission Guidance FAQs](#) which details regulatory expectations relating to gaining assurance of conduct from previous Care related positions.

5.14 Qualifications

SIX C'S CARE LIMITED will ensure that, where applicable to the role, candidates have the necessary qualifications. All applicants are required to provide, at interview, evidence of any qualification that is required for the role. This evidence must then be photocopied and retained within the new



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employee's personnel record.

Registered body registration checks will be made accordingly when employing professionally registered individuals.

5.15 Managing Conflicts of Interest

Where there is a potential conflict of interest during the recruitment process, such as a candidate having a personal relationship with a member of staff, Angela Musopero will refer to the Relationships at Work Policy and Procedure.

As a minimum:

- Job applicants will be required to declare on their application any personal/work relationship
- The prospective member of staff will not be interviewed by the person they have a personal relationship with
- The prospective member of staff will not be appointed into a post which results in a line management relationship with someone with whom they have a personal relationship

5.16 Withdrawal of Offers

If, after careful consideration, it is decided to withdraw the conditional offer of employment, the grounds for withdrawal must be very clear, e.g. due to unsatisfactory references or other employment checks and the offer of employment rescinded in writing. This decision must be made in conjunction with Angela Musopero or other senior management.

5.17 Complaints

Where an applicant, either internal or external, has a complaint about the recruitment process, they must direct their complaint in writing to Angela Musopero. Angela Musopero will follow the Complaints, Suggestions and Compliments Policy and Procedure.



6. Definitions

6.1 Candidate

- A candidate is a person who has applied for a role
- They may be an existing employee or an external applicant
- The individual is known as a candidate until they commence employment when they become an employee

6.2 Recruiting Manager

- The recruiting manager is the manager of the vacant role who has taken responsibility for recruiting to the role
- They may be the line manager or another senior manager



Key Facts - Professionals

Professionals providing this service should be aware of the following:

- A vacant post allows the opportunity to review staffing within SIX C'S CARE LIMITED and ensure that the needs of the Service Users are being met
- Job specifications and descriptions are subject to ongoing review and are adapted to meet the changing needs of SIX C'S CARE LIMITED
- All candidates are subject to DBS, eligibility to work in England and identification checks
- A standardised approach is taken from application to interview to ensure that a fair and equal recruitment process is followed



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Key Facts - People affected by the service

People affected by this service should be aware of the following:

- SIX C'S CARE LIMITED recruits staff who have the right skills, values and ability to do their jobs well
- There are robust procedures in place to ensure that only the right candidates are employed
- You are fully encouraged to be part of the interview process and can discuss this with Angela Musopero



Further Reading

As well as the information in the 'underpinning knowledge' section of the review sheet we recommend that you add to your understanding in this policy area by considering the following materials:

CQC - Regulation 19: Fit and proper persons:

<https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-19-fit-proper-persons-employed>

Government Equalities Office - Equality Act 2010:

<https://www.gov.uk/guidance/equality-act-2010-guidance>

UK Visas and Immigration - Tier 2 Guidance:

<https://www.gov.uk/government/publications/guidance-on-application-for-uk-visa-as-tier-2-worker>

Information Commissioner's Office - Subject Access Requests:

<https://ico.org.uk/media/for-organisations/documents/2259722/subject-access-code-of-practice.pdf>

CIPD has a legal guide to managing a migrant workforce (released March 2018) as well as resources for post Brexit considerations:

<https://www.cipd.co.uk/knowledge/fundamentals/emp-law/recruitment/migrant-workforce-guidance>

Microsoft Teams - Link to the Free Version:

https://www.microsoft.com/en-gb/microsoft-365/microsoft-teams/free?ef_id=EA1aIQobChMlo8qa4-KK6QIVpoBQBh0LNAXJEAAYASAAEgL4NPD_BwE:G:s&OCID=AID2000956_SEM_EA1aIQobChMlo8qa4-KK6QIVpoBQBh0LNAXJEAAYASAAEgL4NPD_BwE:G:s



Outstanding Practice

To be 'outstanding' in this policy area you could provide evidence that:

- The wide understanding of the policy is enabled by proactive use of the QCS App
- Service Users are involved in the development of the service, such as in the interview and recruitment process and in identifying staffing needs
- SIX C'S CARE LIMITED has clear strategies and effective recruitment practices to ensure that it appoints people who are both capable and motivated to provide high standards of care
- SIX C'S CARE LIMITED uses a values-based recruitment processes to recruit people with the right behaviours and attitudes
- SIX C'S CARE LIMITED has a robust approach to vetting new members of staff, reducing the risk of an unsuitable person being employed (e.g. follow up personal and professional references, look into their training records, focus on gaps in employment history, check how they would respond to certain scenarios)



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Forms

The following forms are included as part of this policy:

Title of form	When would the form be used?	Created by
Vacancy Business Case - PR26	To rationalise the decision to advertise a vacant post.	QCS
Telephone Enquiry Interview Screening Form - PR26	To support shortlisting of candidates via telephone screening.	QCS
Person Specification - PR26	To support candidate awareness of requirements for role and to be used for shortlisting and post interview scoring.	QCS
Values-Based Recruitment Screening Form - PR26	To identify that all candidates applying have the right values.	QCS
Application Form - PR26	To be completed by all candidates before an interview.	QCS
Interview Invite Letter Template - PR26	To be sent to all candidates shortlisted for interview.	QCS
Interview Preparation Form - PR26	To record planned interview and add any identified discussion areas from the application form.	QCS
Values-Based Interview Questions - PR26	To be agreed prior to the interview.	QCS
Interview Scoring Record - PR26	To be completed once each candidate leaves the interview. Each interviewer to complete separately.	QCS
Identity Check - PR26	To confirm during interview the identification of the candidate.	QCS
Recruitment Further Investigation Record - PR26	To record any discrepancies during the recruitment process and any action taken.	QCS
Template Rejection Letters - PR26	To be used when a candidate has not been successful, including one with an option to keep application on file.	QCS
Reference Request - PR26	To request references from previous employers upon offer of post.	QCS
Character Reference - PR26	Where a candidate cannot provide any employer references.	QCS
Offer Letter - PR26	For each successful candidate to confirm offer of the role.	QCS



PR26 - Recruitment Policy and Procedure

Human Resources - Recruitment, Induction and Training

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Equal Opportunities Monitoring Form - PR26	To be sent with the offer letter (supply brown envelope.)	QCS
Health and Fitness Questionnaire - PR26	To be sent with the offer letter (supply brown envelope).	QCS