

## Safer Recruitment, Selection and Probation Policy

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Policy Review Date	Every 3 Years

<b>Version History</b>	
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Description of Changes	4.1.18 DBS section updated to include the renewal of checks every three years of service. 4.1.21 Written references to be followed up with verbal confirmation. Employment gaps should be verified with evidence where necessary.

**Responsibility for this Document:** The Functional responsibility for the development, review and maintenance of this document rests with the Head of HR.

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## **1 Purpose and Scope**

This policy is intended as a guide for both employees and managers and contains details about Daisy Chain's policy on Safer recruitment and selection. Daisy chain is committed to safeguarding and protecting all children and young people by implementing robust safer recruitment practices.

Daisy Chain is committed to a policy of treating all its employees and job applicants equally and to recruit the best person for each vacancy.

No employee or potential employee shall receive less favourable treatment or consideration during recruitment and selection on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. No-one will be disadvantaged by any conditions of employment that cannot be justified as necessary on operational grounds.

Daisy Chain is keen to recruit and retain high performing and talented employees through supporting them where possible and appropriate in balancing the needs of home and work life and ensuring equality of opportunity in employment. This policy has been written with care to make it as accurate and reliable as possible, however in the case of any conflict, the statutory and legal provisions will prevail.

This policy is applicable to the recruitment and selection of all employees engaged to provide services for Daisy Chain, irrespective of whether such a contract is temporary or fixed term or is of a permanent duration. The policy will be made available to all employees and applies to both internal and external recruitment. The policy also applies to recruitment and selection of contractors for contracts for services.

### **1.1 Safer Recruitment**

Safer recruitment is a set of practices to help make sure that all staff and volunteers at Daisy Chain are suitable to work with children and young people. It is a vital part of creating a safe and positive environment and to demonstrate our commitment to keeping children safe from harm. The steps detailed in this Policy describe Daisy Chain's commitment to ensuring our recruitment and selection follows the safer recruitment practices.

## **2 Roles and Responsibilities**

The following roles and responsibilities apply within the context of this Policy:

### **2.1 Employees**

Employees are responsible for ensuring they act in compliance with this Policy and ensuring that when participating in any aspect of recruitment within Daisy Chain that they adhere to the principles and process outlined in this policy.

### **2.2 Line Managers**

Line managers are responsible for ensuring the application and adherence to this Policy when engaged in recruitment activities.

Line managers are responsible for ensuring they are trained to Daisy Chain standards and that they adhere to the recruitment Policy.

### **2.3 HR**

HR will provide support and guidance for the application of this Policy. Responsible for ensuring the policy, principles and process reflect good practice and meet legal requirements that will protect Daisy Chain and its employees and also candidates who experience the Daisy Chain process. Responsible for training staff involved in recruitment and selection procedures. Responsible for ensuring that recruitment and selection events operate in accordance with the approved policy including Safer Recruitment principles.

## **2.4 The Chief Executive Officer**

Responsible for approving posts for advert and selection. Responsible for managing appeals relating to decisions made under the policy raised by applicants or staff. Responsible for the approval process for the policy.

## **3 Process**

All recruitment must follow the steps identified below.

### **3.1 Pre-Recruitment Approval Process**

#### **3.1.1 Recruitment Authorisation**

Authority to recruit, including decisions regarding salary, must be granted by the Chief Executive Officer before advertising a vacancy. Whenever a vacancy arises the line manager will review the existing job description and person specification and establish whether the job can be absorbed amongst the team or elsewhere within Daisy Chain. Authority to recruit must include consideration of the location of the post as well as equipment and facilities required to enable the post-holder to fulfil their duties. All roles put forward for authorisation to recruit must ensure the job description and person specification are scrutinised to ensure the job content meets Daisy Chain requirements and standards. This review of the role will also identify whether the role meets the definition of 'Regulated Activity' requiring a Disclosure and Barring Service check. Recruitment Authorisation forms can be found on People HR and it is the recruiting managers responsibility to ensure they are fully completed and approved before passing to HR to proceed with recruitment. For any role working with children and young people, both the role description and the person specification should highlight the safeguarding responsibilities.

#### **3.1.2 Job Description**

Recruiting managers will produce a job description with full details of the position, tasks, reporting line, responsibilities of the jobholder and number of subordinates, if applicable. The skills, experiences, qualifications, and competencies of the jobholder should be laid out in the person specification and should only include items required to perform the duties of the role. It should clearly state how this will be assessed during the recruitment process and if the requirements are essential or desirable. Individuals will be screened against the job requirements as laid out in job descriptions and person specifications.

Any qualifications or requirements applied to a job that have or may have the effect of inhibiting applications from certain groups of the population should only be retained if they can be justified in terms of the job to be done.

Every advert for a role that includes work with children will include a statement about Daisy Chain's commitment to keeping children safe. When a DBS is required, this will be detailed in the advert.

#### **3.1.3 Interview Panels**

Recruiting managers need to identify a suitable panel for shortlisting and interviewing. This should be a minimum of two people three ideally for interviews. These panels should be made up of a diverse composition, but it is acknowledged that this is not always achievable but recruiting managers would be expected to make reasonable efforts to achieve this.

Shortlisting may start before the closing date, but the panel must ensure that all applicants are reviewed, and that decision making is consistent across all applicants.

For interview panels the recommendation is:-

- Recruiting manager as Chair
- Another member of the Team/Department at the same grade or, ideally, a more senior grade for the role. being recruited to.
- A key stakeholder from another Department.

Panels for manager level vacancies will normally include a member of the HR team.

All members of recruiting panels must ensure that they adhere to this Policy and treat application materials as confidential and comply with Data Protection Legislation.

### **3.1.4 Conflicts of interest**

If an employee involved in recruitment processes knows a candidate, the employee should declare this to the other members of the selection panel and HR as soon as they are aware of the candidate's application.

Where an employee has a close working, personal or familial relationship with a candidate, it would normally be appropriate for the member of staff to have no further involvement in the selection process.

If a candidate has named a member of staff involved in the selection process as a referee, the candidate will be asked to provide details of an alternative referee.

It is not permitted for internal or external candidates to canvas interview panel members. Any candidate found to be canvassing the panel will be disqualified from the recruitment process.

## **3.2 Advertising of Roles**

Once full approval has been given HR will arrange for the position to be advertised. Job advertisements will be based on the job and person specifications and/or competency profile. A variety of advertising media will be used. Positions may be simultaneously advertised internally and externally. Wherever possible Daisy Chain will look to recruit internally. The use of external head-hunters and agencies is subject to approval from Head of HR. Recruiting managers should not contact recruitment agencies without prior approval.

All posts advertised will include a statement about Daisy Chains commitment to be an equal opportunities employer and a link to Daisy Chains website to find out more information about the charity and its safer recruitment practices.

Job advertisements will usually be advertised for a minimum of two weeks between publication and the closing date.

Applicants will be directed to apply for positions via PeopleHR. Information related to protected characteristics will be marked for HR information only and will be used for monitoring purposes only. Applicants will be asked to give reasons for any gaps in their employment history when they submit their CV.

Any applicant who is unable to submit their application in this way will be directed to HR who will manually log the application.

## **3.3 Interviews**

Recruiting managers are responsible for booking rooms and arranging for any required equipment.

A question sheet will be designed by the recruiting manager and shared with HR prior to interview. The questions will be based on the job description and person specification/competency profile, and the outcome recorded on a points grid. Where possible, indicative answers or key points should be identified to be used as a reference point when scoring. Each interviewer should complete the grid in the interview debrief recording points awarded against each criteria.

Candidates will be asked to provide proof of right to work in the UK at interview stage.

Candidates will be asked to address any discrepancies, anomalies, or gaps in their application during the interview.

Candidates who disclose a disability under the Disability Confident Scheme will be invited to interview where they have demonstrated that they meet the essential criteria of the role.

Any selection tests as part of the interview process should be specifically related to the job requirements and should measure the persons actual or inherent ability to undertake the role. Care should be taken to avoid any indirect discrimination.

The decision of the interviewing panel will be final. In the event that the interviewing panel cannot reach a consensus, the Chair of the interview panel will make the final decision regarding whether an appointment can be made.

The panel may wish to identify one or more reserve candidates, in the event that the successful candidate does not accept the job offer. The panel may base a decision to recruit on the basis of a protected characteristic where a tie break exists, if both applicants are equally scored.

If the interview panel is unable to come to a decision to appoint a candidate, the options would be to Readvertise the post after a review of the Job specification.

Reconsider those candidates who were not deemed as appointable.

Written records of interviews, reasons for decisions made at each stage of the process and reasons for appointment or non-appointment will be kept by HR for no longer than 6 months in compliance with the Data Protection Act 1998. Records will then be disposed of confidentially.

If a salary scale has been indicated in the advert, then upon selection of a suitable candidate the recruiting manager will liaise with the HR Manager to identify the appropriate starting salary. It will be normal practice to offer a salary at the lower end of the salary range unless market premium or the candidate's particular skill set and experience warrant a salary at a higher point on the salary scale. The recruiting manager as part of the interview process will identify any gaps from the person spec and these will form part of the induction and key objectives within the probationary period of the role.

The HR department will handle all offers to successful candidates. Under no circumstances should recruiting managers offer or infer to a candidate the outcome of the selection process.

The panel is responsible for agreeing feedback at the end of interview for all unsuccessful candidates and will provide written feedback to the HR team. The HR team will be responsible for providing feedback to external candidates. Internal candidates will normally receive feedback in person from the recruiting manager or nominated panel member.

### **3.4 Disclosure and Barring Service and Pre employment checks**

Daisy Chain is committed to the safeguarding of children, young people and vulnerable adults, Daisy Chain staff and volunteers. As part of this commitment all those who work or volunteer at Daisy Chain and are eligible to undertake a DBS check will be required to do so before their appointment can be confirmed. DBS disclosure requests are made through the HR Department and are verified by AuthentiQuest. All posts must identify whether they meet the definition of Regulated Activity prior to being advertised. Where a post requires DBS clearance, the successful candidate will not be permitted to take up their position with Daisy Chain until the clearance has been verified. Disclosure certificates are not retained by HR. The successful applicant is required to present their certificate for verification purposes. The certificate number and date of issue will be recorded. Daisy Chain will apply for an updated DBS certificate for every employee every three years of service. If an individual is registered

with the update service, then the reference number should be provided to the HR department who will use this to carry out the checks every three years of service.

Overseas applicants who are recruited to positions requiring DBS clearance will be required to obtain a certificate of good conduct /police record from the relevant embassy or police force, wherever that is available. Further advice is available on the Home Office website. Different arrangements apply in different countries.

Where an applicant is from, or has lived in, a country where this provision is not available, or is a refugee / asylum seeker with no means of obtaining relevant information from their country of origin, Daisy Chain will take extra care in taking up references and carrying out other background checks. For example, additional references should be sought and at least one reference, from a previous work place, should be followed up by phone as well as letter. The applicant is required to make all reasonable efforts to secure a 'certificate of good conduct/character' from their embassy, high commission or police force. Daisy Chain will not provide financial support in the event that an embassy, high commission or police force make a charge for a 'certificate of good conduct'.

If the DBS disclosure, reference or medical clearance is not satisfactory, the offer may be revoked. Similarly, if the candidate does not give permission to seek references until after the interview, the job offer may be withdrawn if the references are not satisfactory. These written references may be followed up with verbal confirmation. Any gaps in employment should be accounted for and evidence provided where necessary.

All offers are subject to pre-employment medical screening via a questionnaire, two satisfactory references, a check on relevant qualifications, eligibility to work in the UK and DBS.

Requests for references will be made on completion of shortlisting and, subject to candidate permission, ahead of interviews. At least one reference must come from the current or most recent employer. If the candidate has not worked previously, their referee should be their school, college or university.

References secured prior to interview will be considered at the end of the interviews of all candidates during the deliberation process. References will ask the suitability to work with young children and Vulnerable adults. Information will be checked for consistency and any discrepancies followed up.

Pre-employment medical screening may, on occasion, require further information from a GP or medical adviser. HR will follow this up where necessary.

Under no circumstances is a new employee permitted to take up their employment with Daisy Chain until all checks are completed satisfactorily.

Induction of new employees will start as soon as a candidate accepts a position. HR will send out a copy of the written statement of terms and conditions of employment and all related new starter forms that need to be completed.

Managers are required to provide their new employee with a timetable for their successful induction into the organisation and a plan for the probationary period. This should include elements highlighted at interview stage as developmental. The employee will be provided with the Daisy Chain Induction pro forma on their first day.

The induction will include reading and understanding Daisy Chain's safeguarding policies and procedures.

#### **4 Recruitment of Ex-Offenders**

Daisy Chain complies fully with the DBS Code of Practice and undertakes to treat all candidates fairly. Daisy Chain undertakes not to discriminate unlawfully against any candidate who is required to provide information through this process.

Daisy Chain actively promotes equality of opportunity for all with the right mix of talent, skills and potential and welcomes applications from a wide range of applicants including those with a criminal record. Daisy Chain selects candidates for interview on the basis of their skills, qualifications, and experience.

Daisy Chain has determined that all its positions require a Disclosure following thorough risk assessment against criteria determined by the Disclosure and Barring Service. This is highlighted during the recruitment and selection processes.

Daisy Chain encourages all candidates invited for interview to provide details of offences that are required to be disclosed at an early stage in the application process. This information should be sent under confidential cover to the HR Manager. Daisy Chain guarantees that only those who need to see it as part of the recruitment process will see the information and that it will not be retained inappropriately.

Unless the nature of the position is such that Daisy Chain may ask questions about an individual's entire criminal record, Daisy Chain will only ask about 'unspent' convictions as defined in the Rehabilitation of Offenders Act 1974. For legal and accounting professions, all convictions, including those that are spent by virtue of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended in 2013) are required to be disclosed.

Daisy Chain will ensure that all individuals involved in the recruitment process receive appropriate guidance and training in the legislation relating to the employment of ex-offenders.

Daisy Chain will ensure that it discusses with the candidate the relevance of any offence to the job in question. A candidate's failure to reveal information directly relevant to the job could result in withdrawal of an offer of employment.

Daisy Chain undertakes to discuss any matter revealed in the Disclosure with the candidate before withdrawing the offer of employment.

Having a criminal record will not necessarily prevent the candidate from working with Daisy Chain. Whether or not it does, will depend on the nature of the position and the circumstances and background of the offences.

#### **5 Probationary Period**

Daisy Chain will ensure that all new employees undertake a period of probation on joining. The probation process will be applied in a fair and consistent manner with a supportive framework and in line with employment legislation requirements. This allows Daisy Chain to assess the skills, conduct, capability, and attendance of employees before deciding whether to confirm their appointment.

The usual timeframe for the probationary period is 6 months. But this can be extended. Employees on probation will not normally be subject to any appraisal process until such time as their probationary period has successfully completed.

Employees on probation will not normally be subject to the Disciplinary or Capability procedures, however, Daisy Chain reserves the right to invoke statutory dismissal procedures in cases of alleged

serious or gross misconduct or capability. All other cases of poor performance or misconduct will be dealt with through the probation procedures.

The probation process must be used alongside the induction process to help create a positive and supportive working environment enabling new employees to settle into Daisy Chain and to learn the key requirements of their role within a reasonable time frame.

During induction, employees will be made aware of the performance standards expected of them and will be given support, training and feedback to achieve these standards. Line managers will use the probation period to monitor the success of the employee in reaching those standards and will discuss progress with HR throughout the probationary period.

## 5.1 Process

HR will provide the line manager with the appropriate documentation prior to the start date for the new employee. The line manager must arrange the first meeting to take place during the first week of appointment to discuss and agree objectives and targets.

The first formal probation review meeting should take place within 8 weeks of appointment. Thereafter, formal meetings should be arranged prior to completion of 4 months service and 6 months service.

Clear, comprehensive, and accurate records of review meetings must be maintained including how standards are set, how they will be measured and the timescales for achieving them. The Probation Review Form should be used to record this information and must be signed by the line manager and probationer at each review point to provide a formal record of the probation period.

If a problem arises during the probation period, the line manager should alert HR and raise the issue with the new employee at the earliest opportunity. The probationer must be given opportunity to respond. Line managers should discuss the action required to address the problem and, where necessary give clear warnings where standards are not met. These discussions should be recorded on the Probation Review Form and must be shared with HR who can support and advise the line manager through the process.

Probationers have the right to be accompanied by a companion at any formal meeting convened to address serious performance issues that could lead to dismissal. This right does not apply to the informal meetings held between the new employee and their line manager at the normal review meetings.

It will be normal for probationers to complete the full probationary period. However, in some circumstances it may become apparent that the employee has fundamental difficulties with the work. By speaking with the employee, the line manager may decide that the employee is not going to be able to meet the required standards. In such situations, the line manager should contact the HR Manager to discuss the possibility of terminating the probationary period early.

If it is necessary to terminate employment at the end of the probation period, the line manager must notify the HR Manager at least two weeks before the probationary period is due to end. The HR Manager will prepare the paperwork.

Throughout the probation period, HR will be responsible for writing any letters that need to be communicated to the probationer.

All documentation will be treated confidentially and will be subject to the provisions of the Data Protection Act 1998 as appropriate.

## **6 Appeals Procedure**

Employees who have concerns about any aspect of this policy or its operation should use Daisy Chain's Grievance Policy and Procedure.

Prospective employees who have concerns about any aspect of this policy or its operation should write to the Head of HR following Daisy Chain's Complaints Procedure.