



**STAFF RECRUITMENT,
SELECTION AND RETENTION**

POLICY AND PROCEDURES

APRIL 2017

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Policy Rationale and Scope

Arc HD Services depends upon the efficiency and commitment of all employees in order to provide a high quality, safe and caring environment for its young people. It is essential therefore that the Home attracts, recruits and retains a competent, motivated workforce.

The Home aims always to appoint the most appropriately qualified candidates from the widest field possible, and in doing so aims to ensure that no applicant or employee is discriminated against either directly or indirectly on any of the prohibited grounds. (See also Equal Opportunities Policy).

Arc HD Services actively invests in staff training and development and aims to provide opportunities for career progression in order to promote staff retention. This policy applies to all employees of Arc HD Services and Arc HD Services' Directors.

Recruitment and Selection Procedures

The Recruitment and Selection Process consists of 7 stages:

Stage 1: Vacancies

The Registered Manager of the Home is responsible for identifying actual and potential vacancies to Arc HD Services Directors, together with proposals and recommendations for recruitment. Proposals should include:

- Role/Title of vacancy (ies)
- Number of posts available
- Hours available
- Pay scale point or range
- Timescale for appointment
- Preferred methods of advertising
- Person specification
- All cost implications
- Arc HD Services Directors are responsible for approval of recruitment recommendations, in liaison with the Registered Manager of the Home regarding staff budget implications.

Stage 2: Advertising

- ARC Development Director is responsible for the arrangement and co-ordination of internal advertising of vacancies
- ARC Development Director is responsible for all external advertisements and for ensuring that all advertisements adhere to current legislation and best practice guidance regarding safer recruitment, equality and diversity.
- Any vacancy advertised externally will also be advertised internally.
- Any vacancy at Registered Manager level will normally be advertised externally and nationally.

- Advertisements should endeavour to appeal to all sections of the community, using positive, clear and concise wording, and should state:
 - The job title.
 - The necessary and desirable criteria for the post.
 - The function of the organisation.
 - The job location.
 - The hours and reward package.
 - The contract length.
 - The Home's commitment to safeguarding and safer recruiting and selection.
 - The requirement of applicants to provide photo identification to the interview which will be retained by the Home.
 - The requirement for staff to apply for an enhanced level DBS disclosure.
 - The application procedure.

Stage 3: Applications

- All applicants will receive an initial phone call to analyse suitability for the position applied for. A first contact discussion form will be completed at this stage.
- All appropriate applicants will be provided with an Application Pack
- All applicants are scrutinised for gaps in their employment history and evidence of how these gaps were spent.
- All applicants are scrutinised for any safeguarding concerns.
- All applications that are not completed as per requirement are discarded.
- Arc HD Services is unable to accept applications from parents/carers or other close relatives of its young people, or from former young people.

Stage 4: Shortlisting

- On return of Application Forms the Development Director is responsible for ensuring that all necessary documents have been completed and submitted.
- The copy of the Application Form and CV is circulated by the Development Director to the appropriate shortlisting panel, who will make recommendations regarding whether or not the application should proceed. Information is collated on a Selection Tracking Record. ARC Head Office retains the original documents and photos.
- At least one member of the shortlisting panel will have completed a recognised safer recruitment training course.
- Recommendations should be objective, and are based on the match between the Person Specification and the skills, abilities and qualities identified on the application form.
Only candidates who appear to closely meet the 'essential' specifications will proceed to the next stage of shortlisting.
- Candidates who reach the shortlist will be invited to attend a formal interview
- ARC Development Director is responsible for ensuring collation of all relevant information, which will include:

- Application Form and any relevant attachments, CV
- Selection Panel Feedback
- CP Feedback

The copy of the papers relating to candidates proceeding to formal interview will be overviewed by one of the Home's Designated Child Protection Officers.

When an interview is to be offered the Development Director will liaise with Arc HD Services Directors and the Registered Manager to identify appropriate interview times, taking into account the availability of other panel members.

Email or telephone confirmation of attendance at formal interview is required. Interviews are held at ARC Head Office, Wessex House and are recorded in the Wessex House Calendar.

Stage 5: Formal Interviews

- On confirmation of attendance at Formal Interview, the Development Director will inform the relevant Registered Manager and the Interview Panel Leader, an Arc HD Services Director, who will, subject to their availability, select an Interview Panel which will consist of (including the Panel Leader) at least two, but no more than four staff members. At least one panel member will have completed a recognised safer recruitment training course. Where a succession of Interviews is planned for a single appointment a consistent approach is ensured through maintaining the same interview panel wherever possible.

The Panel Leader is responsible for ensuring that the Interview Panel is appropriately diverse, whilst also reflecting the professional knowledge and experience for the appointment. The Panel Leader should also ensure that all panel members are fully aware of the key questions for safeguarding children, and of the 'triggers' for concern.

- The Development Director will ensure the following are made available to the Interview Panel at least 48 hours in advance of the interview:
 - Application Form (and any relevant attachments)
 - CV
 - Any testimonials received
 - Shortlist Panel Comments
 - Interview Assessment Form
 - Person Specification
- The Interview Panel will convene at least 10 minutes prior to the Formal Interview to:
 - confirm the structure/format and timing of the Interview
 - discuss any relevant areas for focus within interview format
 - ensure appropriate room layout
 - identify timeframe for notifying successful applicants
- The Interview Panel Leader or the Development Director will meet the applicant, escort them to the Interview Room, and introduce them to the panel member(s).
- The Interview Panel Leader will explain the format for the interview, and identify the timescale of the interview itself and subsequent decision making.

- The Interview Leader should also ensure that key questions relating to safeguarding children are addressed at interview.
- The Interview Panel Leader remains responsible for the smooth running of the interview. This should include maintaining time boundaries, and formally concluding the interview by allowing the applicant time to ask their questions of the panel. The applicant should be reminded of the decision-making timescale.
- Following the interview, the Development Director or the Interview Leader should check and take copies of all forms of identification and relevant certificates
- The Interview Panel Leader or the Development Director will escort the applicant back to the Reception area.

(Where a series of interviews is planned, at least 10 minutes will be allowed between interviews for the Panel to review papers).

The Panel Leader must be prepared to give guidance regarding terms, conditions and salary, but must state that details will be specified in any offer made.

- Following the interview(s) the Interview Panel will ensure that Interview Assessment Forms are completed, and that following appropriate discussion, a majority decision on potential appointments is reached.
- The applicants who impressed during the formal interview will be offered a work visit.

Stage 6: Work Visits

Work visits facilitate further assessment of the match between the applicant and the person specification as well as giving the candidate the opportunity to observe the client group. It also gives the young people at the home the opportunity to offer their feedback on potential staff.

Work visits are only offered after the formal interview stage for two reasons.

1. This allows the interview panel to ask the required safeguarding questions and request further information if required. This added layer of protection will help reduce the risk to young people at the home.
2. Disruption to young people at the home should be kept to a minimum.

Candidates will be informed within 7 days of their interview whether they are being invited to a work visit. An appropriate arrangement will be negotiated by telephone or email and will be confirmed by email. Candidates not selected will be informed in writing within 7 days of their interview.

A Work Visit form is completed by staff in the Home with input from young people.

Stage 7: Offering Employment:

All candidates are offered an appointment subject to satisfactory references and appropriate checks.

Where there are several candidates for a single post, the Panel should identify a majority second choice in the event of the preferred candidate declining the post.

When a decision has been reached, the Interview Panel Leader may inform the successful candidate by telephone or email within the specified time span: the offer will be confirmed in writing by the Development Director within 7 days of the verbal offer.

All offers of employment are made subject to receipt of satisfactory:

- References (2)
- Enhanced DBS Disclosure
- CV with no unexplained employment gaps
- Verification of all professional qualifications, or other relevant qualifications, listed in application
- Verification of right to work in the UK.

The Development Director is responsible for ensuring that unsuccessful candidates are informed in writing (letter or email) within 7 days of interview.

When the offer has been accepted a DBS disclosure application is forwarded for completion. The candidate is required to supply original documents for DBS process and certificates for verification.

All interview papers are returned to the Development Director following interviews: for those subsequently taking up appointment, papers are retained in Personnel Records. All other papers are kept for a period of 3 months and then shredded as confidential waste.

Essential Administration

DBS Disclosures

- DBS Disclosures are requested at the point which an employment offer is made. (Refer also to DBS Statement of Practice).
- The DBS check will be completed and the outcome known prior to appointment. Where soft information reveals concern(s) of a possible safeguarding nature, these are discussed as per the Allegation Management procedures. Where any convictions are revealed, they will be discussed with the Registered Manager (in addition to any internal agreement) and if appropriate the LADO (Local Area Designated Officer) who is informed via the Registered Manager.
- On receipt of all necessary documentation, the Development Director will be responsible for making contact with the appointee to confirm their start date.

References

- A minimum of two written references are required for all potential employees to whom a job offer is made, one of which must be from the current or most recent employee. Additional references may be sought if the candidate has worked with children or vulnerable adults in other organisations or if the initial two references do not cover a 5 year span, to fully establish their suitability.
- The Development Director is responsible for ensuring all references are checked and verified. Reference providers will be spoken to and confirmation of the detail of the reference will be verified and recorded. This is evidenced on the Safer Recruitment Checklist.

Induction Day and Induction Programme

All staff attend an 'Induction Day' at the commencement of their employment. This provides basic essential details of the Home's functions, policies and procedures, and an introduction to various Human Resources and employment issues. It also provides the opportunity to meet key staff and familiarise with the Home and grounds, as well as providing the first essential elements of training. An induction programme and task completion list is also issued on Induction Day.

Staff Retention: Statement

Arc HD Services recognises the value of maintaining a high quality, stable and effective staff team.

The Home aims to retain staff through offering opportunities for career development, promotion and increasing responsibility, implemented through:

- A Staff Induction Programme.
- A Staff Training Programme.
- Regular Line Management/Supervision.
- Regular Performance Management Reviews.

The Resignation Process

- On receipt of a resignation letter the Registered Manager retains these and keeps these for personnel records.
- Verbal resignations cannot be accepted: where this is offered, a letter of resignation must be requested.
- On receipt of a resignation letter the Registered Manager will confirm the notice period requirements.
- The departing employee may be offered the opportunity to meet with the Registered Manager or an Arc HD Services Director to discuss their resignation. This is not obligatory. At this point the employee may request to withdraw the letter of resignation; such requests will be considered contextually.
- When the employee is proceeding with departure, the Development Director will accept the resignation in writing on behalf of the Home.
- The departing staff member will be offered an Exit Interview and Leavers Questionnaire.

Exit Interviews

All departing staff are invited to attend an Exit Interview with an appropriate Senior Staff Member identified by the departing staff member. Exit Interviews are arranged at a mutually convenient duty time within the notice period, and a time of up to 1 hour is allocated.

Exit Interviews are intended to allow the departing staff member time to reflect upon, explore and discuss their departure, and its underlying reasons, guided by an appropriate Senior staff member. The Exit Interview follows the same basic framework as the Leavers Questionnaire.

Exit Interviews are confidential, though the facilitator may ask permission to take notes, which may be of value in guiding future developments in staff recruitment, selection and retention, supplementing information gathered from Leavers Questionnaires. Exit Interviews are **not** intended to be pressurising, persuasive, or critical of the departing staff member.

Structure:

- Reflection on reasons for original employment.
- Achievement of aims and expectations.
- Main and contributory factors in leaving.
- Planning and timescale of departure.
- Positive aspects of employment.
- Areas identified for development of Arc HD Services or the Home.
- Future employment plans/aspirations.
- Other reflections/observations.

The Leaver's Questionnaire

The Leaver's Questionnaire is provided to all departing staff members. Completion is optional and anonymous. All information is treated confidentially.

The information gained from Leavers' Questionnaires is collated and analysed by the Registered Manager.

Any issues requiring a more immediate response will be directed immediately to the Arc HD Services Directors.

Development

Information obtained from Leavers' Questionnaires and relevant anonymous feedback from staff facilitating Exit Interviews is collated and analysed by the Registered Manager who presents findings and such development proposal as are indicated to the Arc HD Services Directors.

Promotions

Arc HD Services recognises that opportunities for promotion are a key feature of staff retention.

All staff involved in this process are expected to be fully aware of confidentiality requirements and of issues relating to equal opportunities, diversity and discrimination.

- All opportunities for promotion within the Home must be approved prior to advertising. A job description, person specification and draft of the advert should be submitted.
- All such approved opportunities must be advertised internally in order to ensure equality access to the post offered.
- The advert should include:
 - Job Title or area of responsibility
 - Main tasks
 - Financial Reward
 - Reason for Vacancy
 - Application process details.
- A job description and person specification should be made available to all potential applicants.
- Interested parties should respond by email or by telephone.
- Interviews should be facilitated by the Development Director and should be carried out by the Registered Manager and another Arc HD Services Director, the same panel should interview all candidates for the post and notes must be taken.
- The Development Director should verbally inform all interviewees of the outcome of their application, providing a debrief if requested.
- The Registered Manager is responsible for informing the Arc HD Services Directors of the outcome of interviews, in order that a written job offer can be made, along with any contractual amendments.

- Copies of all documents relating to internal applications and interviews are retained for 3 months following interviews.
- In all cases the promotion following appropriate selection procedures is confirmed in writing to the appointee, with full details of any salary and/or role amendments and any probationary requirements.

Linked Documents

Safeguarding Policy

Equal Opportunity Policy

Staff Handbook

To be Reviewed by April 2019