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1.0 INTRODUCTION

Outcomes First Group provides high-quality care, education and clinical support every day. We create happy places that are safe, friendly and supportive, so that we can be trusted to be doing the best for each person in our care. Outcomes First Group recognises that it is the staff working for them who are the fundamental reason for its success and strive to recruit the most suitable people who are committed to safeguarding and promoting the welfare of everyone in our care.

- Outcomes First Group is committed to safeguarding and promoting the welfare of everyone in our care and expects all staff to share this commitment. The suitability of all prospective staff will be assessed during the recruitment process in line with this commitment.
- The aim of this policy is to ensure that we recruit and select staff that have the appropriate experience, skills, behaviour and attributes to work in our services.
- This policy follows Safer Recruitment practice and standards set by the Regulatory Body to minimise the risk of appointing any unsuitable staff.
- This policy provides guidance and the procedure for the recruitment and selection of staff.

Implementation: It is the responsibility of line managers to ensure that staff members are aware of and understand this policy and any subsequent revisions.

Compliance: This policy complies with all relevant regulations and other legislation as detailed in the *Compliance with Regulations & Legislation Statement*.

2.0 PRINCIPLES

- This policy follows Outcomes First Group's Equality policy and practices. Therefore, the policy and procedures identified within this document are applied to all prospective and current staff irrespective of age, disability, ethnicity, gender, marital or civil partnership status, nationality, offending history, race, religion or belief, sexual orientation, social status, trade union membership or working patterns.
- Any new job roles must be authorised by the Head of HR. A job role must have an agreed Job Description, Person Specification and salary scale prior to recruiting to the post. All approved Job Descriptions and Person Specifications are published on Outcomes First Group Portal.
- The Recruiting Officer is the person who takes the lead when recruiting to a vacancy and would in most cases chair the interview.
- It is the responsibility of the Recruiting Officer to liaise with and keep the Administration department updated at all stages of the recruitment process and to ensure that all interview notes and other supporting documents are completed in full.
- Internal and external applicants and candidates are provided with an opportunity to inform the Company of any reasonable adjustments they require at application or interview stage. These reasonable adjustments must be considered and made where possible. Advice can be sought from the HR department.
- In exceptional circumstances, if a job is being advertised to correct an imbalance in ethnic mix or for staff of a one gender to be recruited, the statutory exemption must be quoted. All such advertisements must be cleared in advance with the HR department.
- In some instances some Service Users may be involved in the recruitment process, taking into account their age, understanding and individual reaction to such events.
- It is essential that recruitment agencies ensure that agency workers receive employment checks to the same standard as Outcomes First Group. Each service must ensure that they have evidence of the same pre-employment checks that Outcomes First Group complete on their own staff. This should be given in advance of the agency worker starting work.

3.0 SAFER RECRUITMENT TRAINING

- At least one member of the short-listing and interview panel must have undertaken Safer Recruitment training which is delivered in-house through HR.
- Job titles expected to be Safer Recruitment trained are (this list is not exhaustive):

Head of HR	HR Advisor	Learning & Development Manager
Head of Service	Head Teacher	Person Centred Facilitator/Programme Manager
Deputy Head Teacher	Agency Manager	Regional Maintenance Team Leader
Administration Manager	Regional Facilities Manager	Facilities Manager
Administrators	Domestic Supervisor	Head of Clinical Services

Clinical Team Leads	Registered Manager	Deputy to the Registered Manager
House/Flat Managers	House/Flat Manager – nights	Day Services Manager
Training Manager	Senior Nurse	Operations Manager

- All the above job titles in Adult and/or Children’s services and Central Services (excluding Administration departments) are required to complete the in-house Safer Recruitment training delivered through HR.

The above list is not exhaustive and must include all relevant Managers who are involved in recruitment for the organisation.

4.0 RECRUITMENT PROCEDURE OVERVIEW

- Recruitment authorisation – authorisation must be sought for the vacancy (including acting up, temporary contracts, bank staff and additional responsibilities).
- Selection criteria – a Recruiting Officer must be identified and will then lead on deciding the short-listing criteria and the competency based questions.
- Advertising:
 - There is a standard template for internal adverts.
 - There is a process via Marketing to advertise roles on the company’s external website
 - There is a form to complete to seek authorisation to advertise a role externally using external providers
 In most cases, all vacancies should be advertised internally. Essential criteria for the role (3-5) must be included within the advert.
- Applications and initial checking process – internal applicants will complete an internal application form. There is a process to complete regarding internal applications as to suitability for the post (see section 5.4). External applicants can download an application pack via the website or request a pack by email or telephone. All returned applications will undergo an initial checking process ensuring that they are completed in full. Any not completed in full will be returned.
- Short-list applicants – to ensure that the recruitment process is fair and equal all applications are anonymised prior to being submitted to the short-listing panel.
- Checking process prior to interview – all applications will undergo a thorough checking process including exploration of any gaps and reasons for leaving.
- Obtain references prior to interview – where possible this should be done for all education positions.
- Interview – interviews should be competency based. Any candidates that were successful in the short-listing process will be formally invited to an interview. Check eligibility to work in the UK, clarify any gaps in employment etc., during the interview and record using REC18.
- Identify successful candidate/s - by the scoring system at interview.
- Seek authorisation for salary offer - prior to offers being made.
- Offer employment - under the conditions of satisfactory Disclosure and Barring Service (DBS) disclosure (previously known as CRB), satisfactory references and a satisfactory health record.

- Undertake pre-employment checks – DBS, references and health record.
- Confirm start date and induction details.
- Issue Written Statement of Terms and Conditions – this can be done at any time but must be within 2 months of the staff members starting.

5.0 RECRUITMENT PROCEDURE

5.1 Recruitment (and variation) authorisation

- Any recruitment or appointing process cannot be started without an authorised Staffing Requisition and Variation Request Form (SRVR form). The request has to be filled out in full and agreed by the Head of Service/Function before submitting to the Commercial Department at Central Office. When submitting the SRVR form the Head of Service/Function must be copied into the email. The Commercial Department will confirm authorisation of the vacancy. See template form and guidance **REC1**.
- The above applies to any vacancy or appointing opportunity e.g. new roles/acting up/maternity cover/temporary contracts/Bank Staff/replacements for job roles and additional responsibilities.
- A SRVR form will also need to be completed and authorised prior to any changes to terms and conditions of a staff member i.e. change in role/transfers/hours/days worked/mandatory qualifications/awards/bonuses. In this instance authorisation needs to be sought by the Commercial Department and the Head of HR.
- In the event that an acting up post needs to be filled quickly then a staff member can be selected and appointed temporarily while recruitment is undertaken (the reason for selection must be justified and documented). The staff member will receive the allowance while recruitment is undertaken and a SRVR form will still need to be authorized prior to this quick appointment.

5.2 Selection Criteria

- Prior to advertising for a role a Recruiting Officer must be identified and will then lead on deciding the short-listing criteria. This is done in conjunction with the short-listing panel and advice can be sought from the Administration Department. **For short-listing panel guidance see section 5.5.**
- Selection criteria must be identified for internal and external vacancies.
- The short-listing criteria will consist of any 3-5 items crucial to the role, taken from the role/Job Description and/or Person Specification. The Recruiting Officer must inform the Administration department of the criteria in order to prepare the adverts. Assistance and advice can be sought from the Administration department.
- In exceptional circumstances a selection criteria may not be required for particular recruitment campaigns or roles. In these circumstances, authorisation and advice must be sought from the HR department.
- Prior to advertising, the Recruiting Officer can also identify the key competencies for the role with the panel and prepare interview questions. **See interview section 5.8.**

5.3 Advertising

- Internal adverts must include:
 - Job title
 - Introduction briefly describing the vacancy
 - Job purpose (taken from Job Description)
 - Salary scale
 - Contract type e.g. permanent/temporary/fixed term (if fixed term, state length of contract)
 - Hours of work (and rota details where applicable)
 - Criteria (state 3-5 key short-listing criteria from the Person Specification)
 - Details of how to find the Job Description i.e. Outcomes First Group Resources Portal
 - Details of how to apply
 - Closing date
 - Interview date where applicable or to be confirmed
 - Instructions for agency workers of how to apply and state eligibility rules apply

The internal advert will need to be submitted to the Marketing Department, Central Office, for the vacancy to be included in the internal vacancy bulletin. See internal advert template **REC2**.

- External adverts must include:
 - Introduction to Service and/or Outcomes First Group
 - Any ratings e.g. Ofsted/Estyn and any Kitemarks e.g. Investors in People
 - Job title
 - Job purpose (taken from Job Description)
 - Salary scale
 - Contract type e.g. permanent/temporary/fixed term (if fixed term, state length of contract) Hours of work (and rota details where applicable)
 - In the absence of criteria (as this will be in application pack) please state key responsibilities of the role to attract potential applicants
 - Details on how to apply
 - Closing date where applicable
 - Interview date where applicable or to be confirmed
 - If applicable, an explanation that due to standards set by the Regulatory Body a minimum age is required for the vacancy
 - Outcomes First Group's commitment to safeguarding

Prior to any external advert being placed, the cost of the advert must be approved by the Head of Service/Function and Chief Operating Officer using template **REC3**. The most cost effective marketing and advertising should be used.

- The Marketing department will support with advice regarding format and content of the external advert once the final draft has been produced and will include Outcomes First Group's statement to the commitment to safeguarding and promoting the welfare of everyone in our care, advice that the successful applicant will require a satisfactory Enhanced Disclosure from the Disclosure and Barring Service (DBS) and that Outcomes First Group is an equal opportunities employer.
- Details of vacancies which need to be placed on the Outcomes First Group careers website must be submitted to the Marketing department. The Administration department must submit full details of the role as specified by the Marketing department so that the relevant application pack can be uploaded to the site.

- Staff have the opportunity to recommend a friend for vacancies and are entitled to a monetary award if their friend is successful in applying for a permanent position. The monetary award will be paid the month following confirmation of successful probationary period and will be subject to tax deductions. The Administration department will display the recommend a friend poster across the service. See template **REC44**.

5.4 Applications and initial checking process

- Internal applicants can apply by requesting an internal application pack available from the Administration department. The internal application pack must include:
 - Internal application request covering letter – see template letter **REC4**
 - Internal application form – See template form **REC5**
 - Role/Job Description and Person Specification
- Upon receipt of an internal application, an internal application review form – see template **REC6** must be completed to establish whether any live disciplinary sanctions exist or capability issues are pending at the time of application which may affect the candidate's suitability for the post applied for. If an application is to be rejected, template letter **REC7** should be issued.
- External applicants can apply for a vacancy by downloading the Application pack from the Outcomes First Group's website or requesting an application pack via email or telephone from where the advert was placed. Application packs can then be sent via email or in the post depending on the applicants' preference. Preference must be sought from the applicant when they enquire and application packs must be sent in a timely manner once an enquiry has been received.
- Downloadable and electronic Application forms will be in PDF format and the application covering letter will instruct the applicant to print and complete and return by post.
- In addition to downloading the Application form from the website (which includes an Equal Opportunities Monitoring and Disclosure of Criminal Record form), applicants will be instructed to download the following items:
 - Application covering letter
 - Job Description and Person Specification
- When sending an application pack it must include:
 - External application covering letter - see template letter **REC8**
 - External application form – see template form **REC9**
 - Job Description and Person Specification
 - Any additional site/service/function specific information (optional)

The application covering letter must state approximately 3-5 key short-listing criteria for the position to enable applicants to evidence how they meet the criteria on the Supporting Statement section of the application form.

- External applicants are instructed to complete and return the application form in full.
- The Disclosure of Criminal Record form **REC48** enables applicants to give further and full details of any declared criminal record on their application form. The applicant is instructed to return the form in a sealed envelope and will not be opened unless the applicant has been short-listed for interview.

- When returned, all application forms should be reviewed and checked by the Administration department to ensure that they are fully and properly completed. Incomplete applications should not be accepted and should be returned for completion.
- An application code must be given to each applicant and noted on both areas indicated on the application form. This is to provide anonymity to the applicant ensuring a fair and equal process during short-listing.
- This application code can also be used to track any applications for specific vacancies and monitor the success of recruitment campaigns.
- A suggestion for the application code:
 - Job title initials e.g. for Team Leader days it would be TLd
 - The number of times the same vacancy has been recruited e.g. for the second time a TLd has been recruited for the number would be 2
 - Number of applicant e.g. the first applicant would be 001

For the example above the code would be TLd2001.
- For recruitment campaigns where the targeting of candidates is required and an enquiry for an application form has been received but no form completed and returned, a follow up letter should be sent using template letter **REC10**.

5.5 Short-listing

- In most cases and where possible the same people should be involved in the short-listing and interview process. The short-listing panel should consist of at least two people including the Recruiting Officer. At least **one** panel member must be Safer Recruitment trained.
- Both internal and external applicants must be scored on the same short-listing criteria.
- The Administration department will detach and retain the first page of the application form ready for inclusion in the short-listing pack for the panel.
- To prepare the short-listing form, enter the following details: job title, panel names, date of short-listing, application codes and short-listing criteria as previously identified. See template form **REC11**.
- The short-listing pack should be provided to the Recruiting Officer prior to the scheduled short-listing date. The short-listing pack must consist of:
 - Anonymised application forms
 - Prepared short-listing form

Please note that any other forms must not be submitted to the panel including any Disclosure of Criminal Record forms and Equal Opportunities Monitoring forms.

- All applicants must be short-listed by the panel for interview by scoring them on the short-listing criteria. The scoring system is from 0-3, 0 equating to no evidence, 1 equating to some evidence, 2 equating to meeting standards and 3 equating to exceeding standards.
- The panel should have joint discussion to decide the applicants score for each criteria.

- When a short-listing criterion is only a yes or no outcome e.g. ability to drive, then a score of 0 equating no evidence can be used for if they can't and the score of 2 equating to meeting standards can be used in they can. Scores of 1 and 3 would not apply.
- Where an applicant's score indicates that they meet or exceed the standards required they should be invited to interview.
- If there are a high volume of applicants who meet or exceed the standards required, those selected for interview can be limited to the applicants who exceed standards.
- In the event that no applicants meet standards or above but training and/or development needs are identified the applicants may be invited to interview.
- After the short-listing process, the fully completed short-listing form indicating those applicants that are invited to interview and anonymous application forms must be submitted back to the Administration department.
- Copies of all rejected Application forms must be retained, in secure storage, for a minimum of 6 months after the short-listing date for use in the event of a recruitment appeal.
- If unsuccessful any internal applicants should be informed. See template letter **REC12**. Unsuccessful external applicants will not be notified as indicated in the application covering letter. However, if a candidate has not been short-listed but it is identified that there is another suitable vacancy that might be of interest, template letter **REC14** may be used, as appropriate.

5.6 Checking process prior to interview

- Prior to interview, the Administration department must review and check all application forms to ensure that the information provided is consistent and areas are explored, specifically:
 - Gaps in employment, education and training
 - Reasons for leaving
 - Any other anomalies or discrepancies for example, a history of repeated changes of employment or mid-career moves from permanent posts to temporary work
- If there appears to be any discrepancy on the application form relating to an applicant's specific qualification or previous experience which will not be verified by a referee, where possible, the Administration department must verify by telephoning the relevant body or previous employer and ask for written confirmation of the facts.

5.7 Obtaining references prior to interview

- Where possible, references should be sought prior to interview for all education positions using **REC30** ensuring that the section requesting sickness absence information is removed before sending.
- Any issues of concern from the references must be explored further with the referee (**see section 6 for guidance on obtaining references**) and taken up with the candidate at interview.

5.8 Interview

- Successful **internal** candidates from the short-listing process will be sent an invite to interview. See template letter **REC13**.

- Successful **external** candidates from the short-listing process will be sent an invite letter to the interview requesting that they bring the relevant documentation with them. See template letter **REC15**.
- The invite to interview letter requests that all candidates must bring to interview:
- Original documentation to evidence that they are eligible to work in the UK in accordance with the Immigration, Asylum and Nationality Act 2006. Guidance on acceptable documentation is within **REC16**.
- Original documentation to evidence their identity that will satisfy DBS requirements due to Outcomes First Group's exemption from the Rehabilitation of Offenders Act 1974. Guidance on acceptable documentation is within **REC17**.
- Original documentation confirming any education/training qualifications and professional registrations or memberships that are necessary or relevant for the post.
- If candidates are a member of the DBS Update Service and would like the Company to carry out a Status check they should be informed that if they were successful and following an Offer of Employment, their identity will need to be checked which satisfies the DBS requirement and will need to produce their original and most recent DBS certificate.
- Depending on local arrangements, encounter days/evenings may also be used as part of the interview process. Encounter days are useful opportunities to give candidates information on the Company and give them an understanding of what the role involves.
- In most cases and where possible the interview panel would be the same people as the short-listing panel. The interview panel should consist of at least two people including the Recruiting Officer. At least one panel member must be Safer Recruitment trained.
- Competency areas and questions for the interview may have previously been identified. The Recruiting Officer must ensure that the prepared competency questions for interview are sent to the Administration department to prepare the interview packs. See template **REC18**.
- Please note the following mandatory question areas for all interviews:
 - The candidate's attitude toward children and/or vulnerable adults
 - The candidate's ability to support the Company's commitment to safeguarding and promoting the welfare of everyone in our care
- Advice and guidance on compiling competency based questions can be sought from the Administration department.
- Prior to interview, the Administration Manager must ensure if a candidate has declared any criminal record information on their application form that they have completed the Disclosure of Criminal Record form.
- The interview format and questions form and interview schedule and outcomes form should be prepared by the Administration department ready for submission in the interview pack.
- To prepare the interview schedule and outcomes form enter the following details: job title, name of Safer Recruitment trained member of the interview panel, application codes, candidate names, interview date, time and interview panel names.

- To prepare the interview format and questions form enter the following details: job title, application code, candidate's name, interview panel names, date of interview and enter the pre-prepared competency questions.
- The interview pack should be provided to the Recruiting Officer prior to the scheduled interviews date. The interview pack must consist of:
 - Interview format and questions form – See template form **REC18**
 - Interview guidance – See guidance **REC19**
 - Interview schedule and outcomes form – See template form **REC20**
 - Candidate's application forms with the reattached front page
 - Any Disclosure of Criminal Record forms in sealed envelopes
- The Administration department should make known to the panel of any areas that need further exploration with each candidate prior to the interviews taking place.
- On arrival, the Administration department must take photocopies of the candidate's:
 - Original documentation to evidence that they are eligible to work in the UK
 - Original documentation to evidence their identity that will satisfy DBS requirement
 - Original documentation confirming any education/training qualifications and professional registration or membership that are necessary or relevant for the post.
- All photocopies taken of the above documents must be signed and dated stating that the original documentation has been seen by the relevant member of the Administration department. A copy of the documents used to verify the successful candidate's identity and qualifications must be kept for the personnel file. All photocopies from unsuccessful candidates must be destroyed.
- All applicants interviewed by the panel are scored based on their answers to the competency based questions. The scoring system is from 0-3, 0 equating to no evidence, 1 equating to some evidence, 2 equating to meeting standards and 3 equating to exceeding standards. See section 5.9 below – identifying successful candidate, for further guidance on scoring candidates.
- During the interview, the Recruiting Officer should ensure that the interview notes are completed fully and that the interview guidance is adhered to. All interview panel members must take full notes of their own throughout the interview.
- In addition to the competency questions, the interview panel should check and review the information supplied by the candidate specifically:
 - Reasons given for any gaps in employment, education or training
 - Reasons for leaving are not dismissal
 - If the role is a teacher, advise the candidate that any offer made would be subject to a prohibition order check and ask if the candidate wishes to volunteer any relevant information at that stage
 - Explore any anomalies or discrepancies
- At the end of the interview, the Recruiting Officer should ask the candidate if they wish to declare any further information in light of the requirement for an enhanced DBS disclosure and if applicable discuss the contents of the candidate's Disclosure of Criminal Record form.

5.9 Identifying successful candidate/s

- Immediately after the interviews, the interview panel should have a joint discussion and score the candidate on each competency question.
- The applicant that demonstrated the most competence for the role will be identified by the interview scores i.e. the person with the highest score will be the successful candidate.
- For multiple roles, the successful candidates are identified by the scores in the interviews; candidates should be offered in descending order of scores.
- The interview schedule and outcomes form must be returned to the Administration department together with the interview notes, candidate's application forms and any Disclosure of Criminal Record forms.
- All unsuccessful internal and external candidates must be informed in writing. See template **REC21**.
- The interview notes will be held on file for a minimum of six months from the interview date for use in the event of a recruitment appeal.
- All unsuccessful candidates' Disclosure of Criminal Record forms must be destroyed after the interview process has been completed. Successful candidate's Disclosure of Criminal Record forms should be kept until an enhanced DBS disclosure has been received.

5.10 Salary or additional allowance offer authorisation

- The Recruiting Officer should liaise with the Administration department to ensure a SRVR form is completed for the successful candidate/s to confirm name, start date, job title and proposed terms and salary. This must be authorised by the Head of HR before any offer is made to the successful candidate.
- In the event of a successful candidate refusing the offered salary it will require re-submission of the SRVR form with a new proposed salary. This must before be authorised by the Head of HR before a further offer is made.

5.11 Offer of Employment and pre-employment checks

- Offer letters should be sent to the successful candidate/s stating the conditions of the offer of employment together with:
 - Staff Dress Code and Personal Hygiene Policy
 - Policy for Confidentiality, Privacy, and Data Protection. The confidentiality agreement must be signed and returned. See template **CP1**.
 - Safeguarding Children or Adult Policy as appropriate to the site/role
 - Internet and IT Equipment policy. The Internet and IT Equipment staff acknowledgement form must be signed and returned.
 - Post offer medical questionnaire. This must be completed and returned
 - Maximum weekly working time – opt-out agreement. This must be completed and returned if they want to opt out. See template **REC22**
 - Hepatitis B prevention form. This must be completed and returned. See template **REC23**. For further information on Hepatitis B, see relevant policies.
 - Policy statement on the recruitment of ex-offenders. See template **REC42**.

See template letters in downloadable resources (code OFF)

- Once an offer of employment has been issued and accepted by the staff member, the individual and Outcomes First Group has entered into a contract of employment.
- As soon as an offer of employment has been made and accepted an enhanced DBS disclosure and any outstanding references can be requested.
- The successful candidate must be sent a DBS application form covering letter. See template letter **REC37**
- Prior to completing the DBS application form the successful candidate must be provided with **REC41** “An applicant’s guide to completing the DBS application form”.
- Where the DBS application is to be processed through the Company’s designated umbrella company, consent must be sought in advance using template form **REC49**.
- In the event that the successful candidate fails to provide their DBS Certificate, they must be informed that failure to provide this may lead to a withdrawal of their offer of employment. See template letter **REC38**.
- In the event that the successful candidate has informed the Company that they are a member of the DBS Update Service, this online check can be made once their identity has been checked which satisfies the DBS requirement, their consent has been received and they have produced their original and most recent DBS certificate. See template letter **REC39**.
- Administration Managers must ensure the Administration department has a Countersignatory who is the responsible person and who is required to:
 - Countersign all DBS applications and receive the Disclosures
 - Where applicable, make a single Status check on the DBS Update Service
 - Control the use of, access to and security of Disclosures
 - Confirm the details of the documentary evidence provided by the Disclosure applicant, to help establish their identity
 - Ensure compliance with the DBS Code of Practice
 - Ensure the position is covered by the Exceptions Order to the Rehabilitation of Offenders Act 1974
- Further guidance on completing the DBS application form can be found on the DBS website and advice and support can be sought from the Lead Countersignatory who is based at Central Office.
- Further guidance on making a single Status check on the DBS Update Service can be found on the DBS website and advice and support can be sought from the Lead Countersignatory who is based at Central Office.
- In the event that the enhanced DBS disclosure is returned and shows criminal record information, a risk assessment must be carried out by the Recruiting Officer and the Countersignatory to determine whether the person is suitable to work with children and/or vulnerable adults. See template form **REC24**.
- When a candidate’s enhanced DBS disclosure is returned shows the candidate has been dishonest at recruitment stage, advice must be sought from the HR department before proceeding.

- If any additional information needs to be sought after receiving the DBS disclosure, advice must be sought from the HR department before proceeding.
- When the DBS risk assessment determines that there is a significant risk in either employing the candidate or keeping the staff member in employment, advice must be sought from the HR department before proceeding.
- For all positions which require an enhanced DBS disclosure, the disclosure must be obtained before the individual begins work.
- In exceptional circumstances, when a DBS disclosure has not yet been returned only at the Head of Service/Function's discretion may the individual start work. In these circumstances, the individual must be appropriately supervised, a risk assessment completed and a note put on the file to evidence how that decision has been made.
- In the event that a successful candidate has lived or worked abroad, the Enhanced DBS disclosure will not generally show offences committed by individuals whilst living abroad as the DBS can only provide information that is held by police forces in the UK. That may include details of offences committed abroad by UK citizens or residents, but almost invariably will not include details of any offences committed abroad by foreign nationals who have never lived or worked in the UK. In all cases, where an applicant has worked or been resident overseas in recent years, where possible, a check of the applicant's criminal record from the relevant authority in that country (or countries as applicable) should be made. As a general rule, overseas checks should be completed on anyone that has lived or worked abroad in the previous five years although there may be times when it is considered proportionate to go back ten years in which case the HR department should be contacted for further advice. Please note that if a candidate has lived overseas between the age of 1 and 16 years, a DBS is not required.

Financial assistance to obtain certificates of good conduct will be decided on a case by case basis as to whether the Group will support the cost in full or in part. Further advice on this can be sought from the HR department. Contact details for embassies and High Commissions in the UK can be found on the Foreign & Commonwealth Office (FCO) website:-

<https://www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants>

- Where a successful candidate is from or has lived in a country where criminal record checks cannot be made, or is a refugee with leave to remain in the UK, additional references must be sought.
- Once an employment decision has been made, unless the successful candidate has refused their permission, the Administration department must retain a copy of the DBS disclosure certificate in a separate file and adhere to the DBS Code of Practice specifically the use, retention and disposal of DBS disclosures. All employed staff member's DBS disclosure information must be recorded on template form **REC25** and stored in the staff member's personnel file.
- Once an employment decision has been made, the Administration department must retain a copy of the Status check in a separate file and adhere to the DBS Code of Practice specifically the use, retention and disposal of DBS disclosures. All employed staff member's DBS disclosure information and the results of a Status check must be recorded on template form **REC25** and stored in the staff member's personnel file.
- An offer of employment to the successful candidate should be conditional upon:
 - The receipt of at least two satisfactory references (if not obtained prior to interview). **Please see section 6 for guidance on obtaining references.**

- Evidence of eligibility to work in the UK (where this has not been verified at interview)
- A satisfactory enhanced DBS Disclosure and/or a satisfactory Status check from the DBS Update service
- The receipt of a satisfactory health record and confirmation that they are medically fit for the proposed employment (taken from the post offer medical questionnaire – see template form **REC26**. The Recruiting Officer must sign and date this form to confirm that the candidate's health record is satisfactory. Where the health record is deemed unsatisfactory Outcomes First Group may request a pre-employment medical report from Occupational Health. This report should indicate whether the candidate can or cannot work for the Company. In the event that the report shows that they cannot work advice must be sought from the HR department.
- Verification of qualifications where they are a requirement of the post (if not verified at the interview)
- Verification of professional registration where it is a requirement of the post e.g. QTS status (if not verified at the interview)
- Overseas record checks (if applicable)
- Full attendance and successful completion of the relevant scheduled induction programme
- Where an offer is to a candidate in a teacher's role, this will be subject to a Prohibition check in accordance with the National College for Teaching & Leadership, "Teacher misconduct – the prohibition of teachers" guidance. See **REC 46**. Further information can be found on:-

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/360131/employer-access-a-guide-for-users.pdf

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/352157/Teacher_misconduct_-_the_prohibition_of_teachers_advice_-_8_Sep_2014_new_CRM_added.pdf

- In circumstances when an offer of employment needs to be withdrawn due to the candidate not meeting any of the above conditions a withdrawal of offer letter must be issued. In all cases advice must be sought from the HR department. See template letter **REC27**.
- A personnel file checklist must be completed by the Administration department and checked and signed by the Senior Manager (in most cases this will be the Registered Manager for care roles and the Head Teacher for education roles) prior to any candidate starting employment. This confirms that all the recruitment and vetting checks have been fully completed and are present in the personnel file. See template **REC28**.
- This checklist must be positioned at the front of every personnel file for easy reference and to ensure all the necessary documents are in place.

5.12 Start date and induction

- Where applicable, the start date and induction confirmation will be communicated to the new staff member as soon as possible and confirmed in writing if it has been unable to be confirmed in the offer letter. See template letter **REC29**.
- A full induction should be arranged for all new staff members bespoke to the role.

5.13 Written Statement of Terms and Conditions

- It is a legal requirement that within two months of a new staff member commencing employment, their Written Statement of Terms and Conditions of employment must be issued. This advises the staff member of the more important aspects of the terms of employment. See template statements of terms and conditions; code **CON1-4** in downloadable resources.

- When Teachers and Head Teachers are issued with their Written Statement of Terms and Conditions of employment their annual salary statement must be enclosed. These annual salary statements set out their total pay entitlements, including pay scale position and any additional payments, together with the reasons for any pay decisions taken. See templates **TEP1, TEP2, TEP3, TEP4**
- If a successful internal candidate has completed their probation period in their previous role, the probation period will not be applicable in their new role.
- Successful internal candidates must receive a variation to terms and conditions once the recruitment process has completed or any terms and conditions have been changed. See template letter **CON5**.
- For additional responsibility roles, the successful internal candidate must receive a confirmation letter. See template letter **CON6**. In the event that a staff member wishes to be released from the additional responsibilities or the business no longer requires it, template form **CON8** must be completed and template letter **CON7** must be sent to the staff member to confirm the removal of their additional responsibility and allowance.
- Administration Managers must ensure that all offer letters and statements of terms and conditions of employment are checked by another person within the Administration department before they are issued to verify the content. For more complex offer letters and statements of terms and conditions of employment advice can be sought from the HR department.
- For part time roles, all terms and conditions must be pro-rated to reflect their hours worked.

6.0 GUIDANCE ON OBTAINING REFERENCES

- For all job roles a minimum of two written references must be obtained, one of the referees must be the candidate's current or most recent employer and the other a previous employer or professional acquaintance i.e. college tutor or a co-worker.
- For job roles within care or education, if the candidate's current or most recent employer is not within these sectors an additional reference must be sought from the last place they worked within care or education and will be recognised as a third reference.
- All referees will be asked to complete a reference pro forma. Pre-printed testimonials are not acceptable. See template employment reference request pro-forma **REC30** and professional reference request pro-forma **REC31**.
- Professional referees are not relatives or people writing solely in the capacity of friends they must be people who have known the candidate in a professional capacity i.e. a college tutor or a co-worker.
- All requests for a reference should be accompanied by a Job Description and Person Specification to enable the referee to comment on the applicant's suitability for the role.
- References may be requested by email however on their return must only be accepted if it has a signature of the referee and if it is an employment reference, has either a Company stamp or official headed paper.
- Upon receipt of every written reference, the Administration department must telephone the referee to thank them for the reference, and invite them to confirm its authenticity and add any further comment they may wish to make verbally. This should be written in the verbal confirmation section of the

reference pro-forma. Any concerns arising from this process should be raised with a Senior Manager. Only in cases where these reservations can be resolved should the offer be confirmed.

- The information received should also be compared with the application form to ensure that the information provided about the candidate and their previous employment by the referee is consistent with the information provided by the candidate on their application form. Any discrepancies should be taken up with the candidate.
- In the event that a referee providing an employment reference has not fully completed the reference pro-forma and/or a standard reference is given with limited details, the referee must be contacted and template **REC32** must be completed. The following details must be obtained and confirmed in writing:
 - Details of any disciplinary procedures the candidate has been subject to in which the disciplinary sanction is current
 - Details of any disciplinary procedures the candidate has been subject to involving safeguarding issues including any in which the disciplinary sanction has expired and the outcome of those
 - Details of any allegations or concerns that have been raised about the applicant that relate to safeguarding and the outcome of those concerns.
- If references are not received, a reminder should be sent to the referee enclosing the original request.
- If no reference is returned after the reminder letter, it should be evidenced that at least two letters to the referee has been sent in addition to a telephone call to ensure that all name and address details are correct and also to allow the opportunity for the referee to explain any reason for delay in responding or reluctance to provide a reference. If there is still no response a previous employer reference should be sought and a file note should be made to explain the absence of the reference. The file note must not be used as a replacement for a reference. See template form **REC33**.
- References must be sought when a staff member who has left the Company expresses an interest in returning.

7.0 RECRUITMENT OF VOLUNTEERS & EXTERNAL CONSULTANTS

- Due to the nature of work undertaken at Outcomes First Group, volunteers are not generally used at Outcomes First Group.
- If volunteers or external consultants are required, the recruitment process set out in this policy must be followed and they will be subject to the same pre-employment checks.
- For external consultants an agreement must be drawn up which can be obtained from HR.
- Any external consultants appointed must evidence Professional Indemnity Insurance and a copy retained on file along with the signed consultancy agreement.

8.0 ONGOING EMPLOYMENT CHECKS

- Outcomes First Group exceeds DBS recommendations for the renewal of DBS disclosures. All DBS disclosures must be renewed for all staff every three years. See template letter **REC40**.
- Prior to completing the DBS application form the staff member must be provided with “An applicant’s guide to completing the DBS application form” (**REC 41**)

- In the event that the staff member fails provide their DBS Certificate, they must be informed that failure to provide this may lead to disciplinary action being taken. See template letter **REC38**.
- In the event that the staff member has informed the Company that they are a member of the DBS Update Service, this online check can be made once their identity has been checked which satisfies the DBS requirement, their consent has been received and they have produced their original and most recent DBS certificate. See template letter **REC39**
- In the event that any staff member has their personnel file at Central Office but works for a different service such as an Administration Manager or a Head of Service, it is the responsibility of that service to ensure the renewal of an enhanced DBS disclosure and communicate the new unique number issued by the DBS to the disclosure to Central Office for recording.
- On receipt of the DBS Disclosure or information provided by the Status check on the DBS Update Service, the Administration department must ensure that the information is recorded on template form **REC25** and stored in the staff member's personnel file. The DBS Disclosure Information form must be completed each time a check has been made and previous forms must not be removed from the personnel file.
- The Administration department must adhere to the DBS Code of Practice specifically the use, retention and disposal of DBS disclosures in accordance with section 5.11 of this policy.
- Staff are required to disclose any cautions, convictions, bind overs, pending prosecution, reprimands or warnings which arise during their employment as a condition of their ongoing employment.
- Staff are required to disclose any motoring offences including cautions and convictions which arise during their employment as a condition of their ongoing employment including any medical condition which impairs your ability to drive and which is legally notifiable to the DVLA.
- All staff who work in roles which require a driving licence will be subject to an annual check on their driving licence.
- Where staff members drive their own vehicles for business purposes they will be require to provide their MOT certificate and business insurance document annually. For further details, see the Vehicle Management policy.

9.0 BANK STAFF, SUPPLY TEACHERS & SAFEGUARDING

- In the event that a Bank Staff member or Supply Teacher applies for a permanent position within Outcomes First Group, the usual recruitment and selection process must be followed. However, in circumstances where the Bank Staff member has regularly worked for the Company, documentation relating to their eligibility to work in the UK, DBS and references may be up to date and may not require all recruitment and vetting checks.
- In the event that the Bank Staff member has not worked regularly or within the last 8 weeks, reasons for their gap in employment must be explored and verified in addition to requesting employment references for any recent places of work that are not stated on their original application form.
- In the event that the Bank Staff member's DBS renewal date is due, an up to date enhanced DBS disclosure must be obtained.

- Prior to confirming terms and conditions of employment, the above employment checks should be made where applicable. See template checklist **REC34** for Bank Staff becoming a permanent staff member.

10.0 RECRUITMENT RECORD KEEPING

- The Administration Manager must ensure that a record is kept and maintained of all recruitment and vetting checks on staff members.
- In line with Safer Recruitment, schools within Outcomes First Group must ensure that they keep a Single Central Record of Recruitment and Vetting Checks which must indicate whether or not the following have been completed:
 - Identity checks
 - Qualification checks for any qualifications legally required for the job e.g. those posts where a person must have Qualified Teacher Status (QTS).
 - Checks of right to work in the United Kingdom
 - Children's List checks
 - Prohibition checks (for Teacher roles)
 - Enhanced DBS disclosure
 - Further overseas records checks where appropriate.
- The record must also show the date on which each check was completed or the relevant certificate obtained, and should show who carried out the check. Further guidance can be found in 'Keeping Children Safe in Education'.
- Administration Managers must ensure that an up to date master record is kept of each staff member's terms and conditions, this would usually be in the form of the staffing establishment. This data must always show the full time equivalent hours for every staff member.
- People responsible for writing offer letters and written statement of terms and conditions within the Administration department must have access to the standard full time equivalent terms and conditions for each time job title within the service to ensure accuracy e.g. a table of job titles detailing the standard - hours, holiday and notice periods and on call rates.

11.0 PAYROLL ACTIONS

- Administration Managers are responsible for ensuring that the new starter's form is fully complete. See template **REC35**. They should also ensure they receive the new starter's P45 or ask them to complete a P46. These should be submitted to payroll and the Finance Manager as soon as possible after the staff member has started employment.
- Should there be any changes to any staff member's terms and conditions i.e. a promotion, the Administration Manager must ensure that the variation to terms and conditions letter is submitted to payroll. In addition, in circumstances where any staff member's hours change or they change from Bank Staff to Permanent or Permanent to Bank Staff the amendment to staff record form must be submitted to payroll. See template **REC35**.
- Any changes to staff's personnel details must be completed on the amendment to staff record form. See template **REC35**.

- Every month, in accordance with payroll cut off dates which are subject to change Administration Managers must submit a timesheet summary to include overtime, training, extra hours, sickness and a Payroll Exception Reporting form (PERF) to include new starters, leavers and changes to the Commercial department. Once authorised this is sent to the external payroll provider.
- On receipt of the individual payslips from the payroll provider the Administration Manager must check the details against the timesheet summary and PERF prior to confirming the payslips to ensure that all payments are accurate and correct, areas include:
 - Payment for overtime at correct rate and amount
 - Sickness payments and deductions
 - Maternity and Paternity pay
 - Bank staff rates or pay and hours worked
 - Additional allowances amount (separate from basic salary) – including removals
 - Acting up allowances including removals
 - New starter details
 - Leaver details including outstanding holiday pay (please ensure that an employee has actually worked the hours indicated on the rota before processing leaver details)
 - If an employee has been appointed through an agency, check the rebate period applicable to ensure that any monies due is recouped – contact HR for further advice

APPENDIX

LIST OF SUPPORTING TEMPLATE FORMS AND LETTERS

- **REC1** Staff Requisition and Variation Request form
- **REC2** Internal advert template
- **REC3** External advert request form
- **REC4** Internal application request covering letter
- **REC5** Internal application form
- **REC6** Internal application review form
- **REC7** Internal application rejection letter
- **REC8** External application covering letter
- **REC9** External application form
- **REC10** Follow up letter – application form requested but not returned
- **REC11** Short-listing form
- **REC12** Internal application rejection letter (short-listing stage)
- **REC13** Internal invite to interview letter
- **REC14** External application, not short-listed but possible suitable alternative vacancy letter
- **REC15** External invite to interview letter
- **REC16** Eligibility to work in in the UK – documentation required
- **REC17** DBS – acceptable documentation
- **REC18** Interview format and questions template
- **REC19** Interview guidance
- **REC20** Interview schedule and outcome form
- **REC21** Internal and external rejection letter (after interview)
- **REC22** Working time opt out agreement
- **REC23** Hepatitis B prevention form
- **REC24** DBS risk assessment
- **OFF** Offer letters
- **BEN** Company Benefits Summary Sheet
- **REC25** DBS disclosure information form
- **REC26** Post offer medical questionnaire
- **REC27** Withdrawal of offer letter
- **REC28** Personnel file checklist
- **REC29** Start date and induction confirmation
- **CON 1 - 4** Statement of Terms and Conditions of Employment
- **TEP1** Annual Salary Statement – Classroom Teacher Main Scale
- **TEP2** Annual Salary Statement – Classroom Teacher Upper Pay Scale
- **TEP3** Annual Salary Statement – Member of the Leadership Group
- **TEP4** Annual Salary Statement – Unqualified Teacher
- **CON5** Variation to Terms and Conditions
- **CON6** Additional responsibilities confirmation letter
- **CON7** Removal of additional responsibilities allowance letter
- **CON8** Request for removal of additional responsibilities allowance form
- **REC30** Employment reference request pro-forma
- **REC31** Professional reference request pro-forma
- **REC32** Reference verbal confirmation
- **REC33** Staff file note – absence of reference
- **REC34** Bank Staff check list
- **REC35** New Starter form and Amendment to Staff Record form
- **REC36** **Vacant number**
- **REC37** DBS application form covering letter
- **REC38** Failure to provide DBS disclosure letter

- **REC39** Staff consent to access online status check
- **REC40** DBS application form covering letter – renewals
- **REC41** An applicant's guide to completing the DBS application form
- **REC42** Policy statement on the recruitment of ex-offenders
- **REC43** DBS Filtering Guidance
- **REC44** Recommend a friend poster
- **REC45** Teacher Misconduct – the prohibition of teachers advice
- **REC46** Keeping Children Safe in Education Guidance (July 2015)
- **REC47** Disclosure of criminal records form
- **REC48** Consent form electronic DBS application
- **CP1** Staff Confidentiality Agreement

The above list of template forms and letters, in Word or PDF format, can be found on the Outcomes First Group Resources Portal at http://www.optionsgroup.co.uk/resources/resources_downloadable_res.php under PPM Forms and Template Letters.

Please refer to the latest monthly update email for current log-on details for the Portal. Local Administration departments can assist where required.