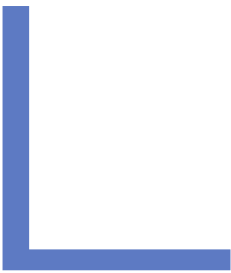


# Recruitment Policy

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## Policy Statement

Tudom Care Limited recognises that effective recruitment and selection practices are fundamental to its future success and that good selection can lead to better service user care, higher morale, lower turnover of staff and lower rates of absenteeism.

## Scope

This policy is designed to assist managers to get the best candidates for their vacancies and to fill vacancies within a reasonable timescale at a reasonable cost; all within best practice and following employment legislation.

All appointments must be made in accordance with this policy and would therefore, be subject to approval, advertisement, short listing, interview and employment checks as below. Any exceptions to the policy must be agreed with the Registered Manager in advance.

## Policy

Tudom Care Limited will always ensure all employees, temporary or permanent, have been fully vetted and all the necessary Employment Checks are completed prior to commencing work.

When employing temporary or casual staff the principles of good practice outlined in this policy should be followed.

### Equal Opportunities

Tudom Care Limited's recruitment process will not discriminate against any applicant and comply with the Disability Discrimination Act. Tudom Care Limited practices an equal opportunities policy and wishes to recruit and employ those people who are best suited for the vacancies for which they have applied, regardless of sex, sexual orientation, marital status, gender reassignment, religion, ethnic origin, race, disability or union membership (or lack of it). To monitor the translation of this intention into practice all applicants (and their ultimate selection or rejection) will be reviewed.

### Data Protection

All application details should be treated with the utmost confidentiality at all times. All recruitment data and information should be collected and saved in compliance with the Data Protection Act 2018.

## Objectives

The objectives of the recruitment and selection policy are:

- To recruit and retain skilled people to enable Tudom Care Limited to achieve its aims and
- To ensure effective, consistent and fair practice by the provision of clear guidelines
- To ensure there is equality of opportunity for existing and prospective staff and to ensure there is no less favourable treatment of applicants
- To ensure recruiting managers are competent to fulfil their obligations within the policy and wherever possible have undergone relevant training

## Roles and Responsibilities

It is the responsibility of the Registered Manager to ensure that this policy is carefully followed; making sure the staff, and in particular those recruiting, are aware of the obligation to familiarise themselves with and follow this policy.

Managers have a specific responsibility to ensure that any new employee has been properly recruited in accordance with this policy and in particular all pre employment checks have been made such that they are satisfied that the employee is safe to practice.

## Advertising

The aim of advertising is to attract the right pool of suitably qualified candidates from which to make a selection. When compiling an advert Managers will include core information about the vacancy. The advert will be advertised as soon as possible once the vacancy has been approved.

It will contain a brief summary of main tasks and responsibilities from the job description and qualifications, minimum skill requirements from the person specification.

## Fairness in Selection

Fair selection in recruitment must be objective, consistent, and non-discriminatory resulting in the best person being selected for the job. The selection process may involve shortlisting, selection tests such as psychometric testing, assessment centres and interviews. This will depend on the job role, number of applicants and size and resources of the employer.

The particular role being recruited for and job-related selection criteria relevant to the requirements of the role must be carefully considered before the recruitment process begins. These criteria must be objective so they can be fairly, measured.

If an occupational requirement is necessary to perform the role effectively this should be identified at the beginning of the process, applicants should be made aware of this and those which do not fulfil the requirement will not progress. All those who meet the minimum requirements should stay in the selection process and move to the next stage

The process should ensure that, as far as possible, arrangements made during the recruitment process do not put any candidates at a disadvantage in connection with a protected characteristic. Some arrangements may be able to be objectively justified as being a proportionate means of achieving a legitimate aim, otherwise any disadvantage is unlawful.

The same staff should be responsible for selection decisions in the same recruitment exercise so that the process is consistent. These staff should be trained in the company equality and diversity policy and must understand the employer's selection criteria. When recruiting, you should not ask questions about physical disability, pregnancy, sexual identity, religious beliefs, world views, age, or ethnicity, unless the question is directly relevant to the role.

## Selection Process

There will be a review of all application forms and select those applicants they wish to shortlist for interview.

Once the shortlisted has been created invitations to interview will be made as well as informing unsuccessful candidates on their applications.

Managements are advised to use objective selection criteria and will therefore use the person specification and any additional relevant criteria e.g. well reasoned and completed application form in their short listing decisions. This will have the added benefit that feedback may also be given to unsuccessful applicants.

Data will be collected on all applicants and used for audit purposes

## Interviews

When applicants are invited to interview, they may also be given details of the selection process e.g. interview followed by a test to be administered as part of the interview process.

- Check the applicants' ability to match the person specification
- Cover any unexplained gaps in employment
- Confirm the applicant understands the reasons for the required declaration around any previous criminal records
- Confirmed any other legal requirements for the post including a valid driving license if this is a requirement.

Interviewers should work to a structure of questions to assess the applicants against the criteria listed in the person specification and in the case of panel interviews; each interviewer should identify the questions that they will ask the applicants.

The interviewer must not ask any questions relating to applicants' personal circumstances. However if an applicant refers to their personal circumstances then the panel may respond but should be aware that the emphasis is on the candidates capability to perform the duties of the job. The panel must also be aware that from the 1st October 2010 the Equality Act 2010 came into force. This makes asking questions about the health status of an individual applying for a post illegal until after they have been made a conditional offer letter. Structured interviews ensure that the same areas are covered for all applicants and the interview is job related.

Applicants' answers should be recorded and scored so that an objective decision is made regarding the most suitable applicant. The opportunity should always be given to applicants to ask questions about the job for which they are applying, the terms and conditions which would apply and the organisation as a whole.

Applicants should always be given an indication of the timescales involved in the recruitment process, how they will be notified of the outcome and in particular the need for any conditions to an offer of a post e.g. Occupational Health Report, Disclosure and Barring service reports, references if these have not been obtained.

## Employment Offers

After interview, Tudom Care Limited will wish to make a verbal conditional offer of employment as quickly as possible and to avoid the chance of applicants accepting alternative offers from other employers. A conditional offer is subject to satisfactory employment.

Tudom Care Limited may subsequently withdraw an offer where satisfactory employment checks have not been received.

When an offer of employment is made to one candidate, the other candidates should also be informed they have been unsuccessful.

Where a conditional offer is made to one applicant Tudom Care Limited may wish to hold another suitable applicant in 'reserve'. At the point in time when a conditional offer has been made, a new personnel file and this will include copies and or originals of the following:

- Completed Interview and appointment checklist
- Application form
- Copies of certificates/qualifications necessary for the post/professional registration details
- Copies of identification/ work permit/ visas
- References
- Health screening questionnaire
- DBS clearance form
- Copy of contract and person specific job description

## Pre-Employment Checks for All Employees

In summary and as part of Tudom Care Limited's Employment Checks the Company will take up written references for all applicants covering the last 2 places of employment.

In the case of someone who has never been employed, a reference can be supplied from the candidate's school or college or from a responsible person in the community.

All references received will be validated by phone to ensure they are true and accurate.

## Monitoring New Staff

All new staff will be supervised by an experienced worker who is either on duty at the same time or available to contact. During the early stages of employment new staff will only be allocated tasks appropriate to the level of their training.

## Ensuring Safe Employees on an Ongoing Basis

It is a contractual requirement of all employees to alert their Manager of any criminal conviction as an employee, including any driving offences. Any convictions gained by existing employees are to be considered by a company manager to ensure the employment relationship is still appropriate.

Employees who do not have permanent entitlement to reside and work in the UK should be

## Checks

### Right to Work in the UK/Identification Check

The Asylum and Immigration Act 1996 requires Tudom Care Limited to ensure that all new employees are eligible to be employed in the UK by seeing an original copy of relevant documentation (listed in Appendix 2). Failure to do this prior to employing an individual is a criminal offence. All short listed applicants are requested to bring their identification documents. Only original documents are acceptable.

In addition, Tudom Care Limited will not issue an employment contract until the necessary proof of the employees' eligibility to work in the UK has been reviewed and confirmed as valid.

### Disclosure and Barring (DBS) Checks

In accordance with Tudom Care Limited's DBS policy, all new employees to certain posts and employees moving to those posts within the Company will be required to undergo a DBS check. The Company will accept DBS checks that have been carried out within the last 6 months. Although having a criminal record is not a bar to employment, Tudom Care Limited will not employ individuals who have been formally disqualified from working with children or vulnerable adults. In all other cases, the company will consider each case on its merits using criteria set out in the Company's DBS Policy.

The company will be responsible for ensuring the DBS checks are carried out. In addition Tudom Care Limited is responsible for crosschecking in the personal file for the new starter that this has occurred and that there is a DBS clearance form in the personal file prior to staff starting work.

DBS's are rechecked every 3 years of employment with the company, staff will be contacted about this and asked to complete the necessary paper work.

### Professional Registration

Where an applicant has applied for a post which requires professional registration with a professional body, then the status of their membership will be checked directly with the relevant professional body. For health professionals, verifying professional registration negates the need to verify qualifications separately. Tudom Care Limited will check successful applicants to ensure they are appropriately registered prior to them commencing work.

## Commencing Employment

For all new employees the Tudom Care Limited will take responsibility for producing an ID badge. The card will be produced no later than the employee's first day; an appointment will be arranged with the candidate prior to them starting.

The company must ensure all practical arrangements are considered and plans made to welcome the new employee including:-

- Where uniforms are worn; arrangements for the collection of these are made
- Arrangements are in place for the new employee to attend the Company Induction
- Completion of the training check list, confidentiality statement, supervision contracts, new starter bank details, permission to release confidential information form and a P46 form (for those without a P45)
- To once again confirm that the employee's professional registration is up to date and note when it should be renewed for ongoing monitoring
- Ensure the pre-employment checks were all satisfactorily completed

## Reasonable Adjustments

### What Are Reasonable Adjustments?

A 'reasonable adjustment' is a change that must be made to remove or reduce a disadvantage related to:

- an employee's disability when doing their job
- a job applicant's disability when applying for a job

A reasonable adjustment could involve making changes to:

- the workplace
- equipment or services provided (both current or new services), for example an appropriate keyboard for someone with arthritis
- the ways things are done
- make sure you can provide information in an accessible format

### When to consider reasonable adjustments

By law Tudom Care Limited must consider making reasonable adjustments when:

- they know, or could be expected to know, an employee or job applicant has a disability
- an employee or job applicant with a disability asks for adjustments
- an employee with a disability is having difficulty with any part of their job



- an employee's absence record, sickness record or delay in returning to work is because of or linked to their disability

Tudom Care Limited must make the changes if they're reasonable.

They must also consider reasonable adjustments for anything linked to an employee's disability. For example, if Tudom Care Limited does not allow an assistance dog in the building for a partially sighted person, it's likely to be discrimination.

### What is reasonable?

What's 'reasonable' will depend on each situation. Tudom Care Limited needs to consider carefully if the adjustment:

- will remove or reduce the disadvantage for the person with the disability
- is practical to make
- is affordable by the employer or business
- could harm the health and safety of others

### What can consider changing?

Tudom Care Limited must look at what they can do to reduce or remove the disadvantage for the person with a disability, such as:

- changing working arrangements, for example the employee's shift pattern
- removing something from the workplace, for example bright lights above the employee's workstation
- providing something in the workplace, for example an accessible car parking space
- providing extra or specialised equipment
- getting someone in to help, for example a sign language interpreter

To help see what adjustments are needed, Tudom Care Limited and employee could agree to get an occupational health assessment.

### Examples of reasonable adjustments

Examples of reasonable adjustments can include:

- providing the right type of phone for an employee who uses a hearing aid
- arranging for an interview to be held on the ground floor for a job applicant who uses a wheelchair
- replacing a desk chair with one designed for an employee who has a disability affecting their back

- giving more one-to-one support to help prioritise the work of an employee suffering from anxiety
- a phased return to work for an employee who's been on long-term sick leave because of their disability
- allowing more frequent breaks for someone with diabetes to get the right amount of food or drink throughout the day
- giving more time for someone with dyslexia to do any written or reading tests that are part of the interview process

## Keeping a record of reasonable adjustments

When Tudom Care Limited makes a reasonable adjustment for an employee, it's a good idea for them to set up a 'reasonable adjustments passport'.

This is an up-to-date record that the employee can show if any new management comes in, saving them having to go through the same process again.

It also helps employees and Tudom Care Limited make sure the reasonable adjustment is:

- correct
- practical
- up to date

## Covering the Cost

Tudom Care Limited is responsible for paying for any reasonable adjustments.

Many adjustments can be simple and affordable. But a small business might not be able to afford the same level of adjustments as a big company.

The company does not have to make adjustments that are unreasonable, but should still try to find other ways to support the employee.

If Tudom Care Limited cannot afford a reasonable adjustment, the employee with a disability might be able to apply for funding through the government's Access to Work scheme.

## Recruiting Volunteers

Volunteer positions will be recruited for and filled with the same level of scrutiny and checks as those performed on paid staff.

## Assessing Company Directors

Tudom Care Limited conducts fit and proper assessments for newly appointed directors.. The appointees are assessed using the following five fit and proper criteria:

### Knowledge, skills and experience

Does the candidate have the knowledge, skills and experience necessary to take on a specific role in the business

### Reputation

Does the candidate have a criminal record or a history of administrative or tax irregularities? Is the candidate involved in pending legal proceedings?

### Conflicts of interest

Directors must be able to act free of external influences when taking decisions. Does the candidate have any conflicting interests that may hinder objective decision-making?

### Time commitment

Is the candidate able to devote sufficient time to the proposed role within the business?

### Collective suitability of the board

Looking at the added value of a particular candidate for the board as a whole, how does the candidate fit within its overall composition?

Ongoing assessments of all directors abilities associated to the business will be made annually.

# Recruitment Complaints Procedure

## How Applicants Can Raise a Complaint

Email complaint details to: [info@tudomcare.co.uk](mailto:info@tudomcare.co.uk)

### Add Following Details

- provide details of what stage of the recruitment process the complaint relates to:
- provide us with your name, address and daytime telephone number
- provide full evidence to substantiate your complaint either within your email or as an attachment
- provide us with evidence if your complaint is about an IT, or electronic failure that prevented your application being submitted on time

Complaints must be submitted within 30 calendar days, after the incident. Any complaint submitted after this deadline will not be reviewed unless there are highly extenuating circumstances.

## How Complaints Will Be Managed

### Stage 1

We will acknowledge your complaint within two working days of its receipt and give you a unique reference number which you need to quote in any subsequent correspondence.

### Stage 2

Within five working days of receipt of your complaint we will confirm whether your complaint is valid.

We aim to reply to less complex complaints with 20 working days from receipt of your email. Upon receipt of your email you will be provided with an expected completion date. For more complex complaints that run over the 20 working days period, you will be updated every 10 working days as to the status of your complaint and expected completion date.

### Stage 3

A Senior Recruitment Officer, or equivalent, or a member of their team, will investigate your complaint and put together all the relevant and accurate facts. They will then inform you whether your complaint has been upheld or rejected. If your complaint has been upheld, a Senior Manager will contact you to propose a remedy. We will also ensure that any action taken, and the lessons learned will be logged for future purposes.

## **Reviews**

If you are unhappy about the decision regarding your complaint, you can request a review of that decision. You must submit a review request within 30 calendar days of receiving a response to your complaint. You will also need to provide enough new evidence to support the review request. We cannot review a decision which you disagree with, when there is no new evidence to consider.

## **How Reviews Will Be Managed**

### **Stage 1**

We will acknowledge your request for a review within two working days of its receipt and give you a unique reference number which you need to quote in any subsequent correspondence.

### **Stage 2**

Within five working days we will confirm whether you have provided enough new evidence, for it to be considered as part of a review.

If your request for a review is successful a case statement will be prepared and reviewed by a Senior Manager, unconnected with the handling of the original complaint. We aim to complete a review and provide you with a decision within 20 working days, from receipt of your request.

If your review is complex and requires further consideration, we will provide you with an estimated timescale for completion of the review. For more complex reviews that run over the 20 working days period, you will be updated every 10 working days as to the status of your complaint and expected completion date.

### **Stage 3**

The review is final, and this completes the process.

## **Withdrawal of complaints**

You can withdraw your complaint at any time, by writing to the officer dealing with your complaint and quoting your reference number. Your complaint will then be permanently closed

# Stages of Recruitment

**Stage 1 - Identify the vacancy**



**Stage 2 - Carry out a job analysis**



**Stage 3 - Create a job description**



**Stage 4 - Create a person specification**

**Stage 5 - Advertise the job**



**Stage 6 - Send out application forms or request CVs**



**Stage 7 - Collect application forms**



**Stage 8 - Create a shortlist**



**Stage 9 - Hold interviews/testing**



**Stage 10 – Inform successful  
candidate**