Title: **Recruitment and Selection - Group Procedure**

Applicable to: **All functions across Sanctuary Group**

Written by: **People Services**
Sanctuary Care Recruitment

Authorised by: **Executive Director - Corporate Services**

Sanctuary Group:
Sanctuary Group is a trading name of Sanctuary Housing Association, an exempt charity, and all of its subsidiaries.

Objective
To outline the recruitment and selection process that must be followed in order to attract and appoint the best candidate for the job.

Document applies to
Managers who are looking to recruit a new member of their team.

Review Date	Details
March 2024	Formal review, with minor changes to formatting. Updated titles for: • People Services, (formally HR Services) • People Business Partners (formally HR Business Partners) • Talent Engagement team (formally CRT) • Central Talent team (formally Care CRT) Removal of Appendix 2 - Sanctuary Care - Introduce a Friend application form, as no longer required.

Appendices
Appendix 1 - Sanctuary Care - Introduce a Friend poster
Appendices 2.1-2.6 - Refer a Friend posters for all other business areas

Additional Guidance
AG01 - Process of Requesting a Vacancy
AG02 - Process of Appointing a Candidate
AG03 - Managers guide to recruiting an apprentice
AG04 - Managers guide to employing young people

1. Vacancies

- A vacancy may be identified due to a reorganisation, business growth, or an employee leaving the organisation.
- Vacancies are an opportunity to review the organisational requirements of the business and whether the position is still required, or whether the duties of the position can be carried out elsewhere.
- Managers who wish to recruit to a new role, or change an existing role, should contact their People Business Partner (PBP), who will advise whether an existing role/job profile is suitable, or if a new one is required.
- If changes to a role profile are needed or a new one is required, the PBP must agree this before the hiring manager creates a new position.
- Guidance for creating new profiles can be found on the Reward and Wellbeing Solis page.

1.1 Requesting a vacancy:

- See **AG01 -** Process of Requesting a Vacancy map for requesting a vacancy.
- For further guidance on the complete recruitment process, with a step by step guide of hiring manager and Talent Engagement team responsibilities, please visit the Recruitment pages on Solis.
- For Sanctuary Care, refer to Sanctuary Care Central Talent team SharePoint site; contact the Sanctuary Care Central Talent team to request access.

2. Advertising

2.1 Key considerations:

- Having a wide pool of applicants from diverse backgrounds assists in ensuring the Group is able to recruit the best candidate for the job.
- Utilising a wide range of advertising media appropriate to the role is critical in achieving this aim.
- Talent Management is also key, which focuses on internal progression and retaining skill within the organisation.
- Vacancies must be advertised for a minimum of one week, although it is recommended that all vacancies are advertised for a two-week period.

2.2 Internal or external:

- If a vacant post has an internal talent pool from which skilled employees could be sourced, the vacancy may be advertised internally only via the internal SuccessFactors Recruitment portal.
- Vacant posts can also be advertised internally and externally simultaneously via SuccessFactors Recruitment, if a wider pool of candidates is required.

2.3 Temporary vacancies:

- Vacancies of six months or less may be offered as a development opportunity and shared between team members, rather than being advertised internally.
- Temporary (or ‘fixed term’) contracts, of a duration of six months or more, must be advertised as a maximum duration of 23 months.
- If there is a specific business need for the duration of a temporary contract to be over two years, this must be discussed with the PBP.

2.4 Temporary to permanent vacancies:

- Managers must advertise any vacancy that is currently filled by a temporary employee or agency worker (including seconded employees), where the role is to become permanent. In this case, it may be advertised internally only.
- Managers must inform the Talent Engagement team when they intend to move an agency worker into a permanent role so that a suitable fee is negotiated with the Recruitment Agency.

2.5 Re-advertising a vacancy:

- A vacancy does not need to be re-advertised if the same role was advertised within the previous six months and no candidate was successfully appointed/commenced employment within the role.
- The roles must be identical; the same title, salary, role profile, grade, working hours, location, etc.
- Where a vacancy is not being re-advertised, applications from the initial advert can be re-visited.
- If new applications are required, the hiring manager must inform the Talent Engagement team who will re-post the original advert (providing the approval was granted in the last six months).

2.6 When advertising is not required:

- The only circumstances when vacancies do not require advertising are:
    - Senior managers or directors are moved between different posts and different businesses to build management experience and/or to provide the capacity to cope with future demands on the organisation.
    - The Group Chief Executive appoints an executive search agency or is required to fill a business-critical position, which cannot be filled by existing internal resources.
    - Appointment results from progression, in line with an agreed and advertised development programme which has prior Executive approval.
    - Restructuring produces redundancies in the form of a reduction in the number of the same or a suitable alternative post, in which case advertising may be restricted to the affected group.
    - An agreed re-grading process has been followed and approved.
- Where this is the case, the Executive Director - Corporate Services, Director of People Services - Group or HR Director - Commercial will ensure that the relevant teams are aware.

2.7 Attracting candidates:

- The Talent and Engagement team can advise and guide managers on suitable methods to attract the best candidates, including:
  - media advertisements in specialist publications;
  - online recruitment, primarily via Indeed;
  - Job Centre Plus;
  - postcards, leaflets, and posters;
  - career fairs/open days;
  - social media - LinkedIn, Facebook, and Twitter;
  - international recruitment;
  - internet based CV searches; and/or
  - speciality diversity media.

3. Introduce a Friend scheme

- The scheme is open to all staff but applies to specified vacancies within Sanctuary Care, Sanctuary Supported Living, Sanctuary Retirement Living, Property Services, Sanctuary Students, Housing, Corporate, and Sanctuary Scotland.
- However, Sanctuary Care has differing arrangements which are detailed within section 3.2.

3.1 Sanctuary Supported Living, Sanctuary Retirement Living, Housing, Sanctuary Students, Property Services, Corporate, and Sanctuary Scotland

3.1.1 Key details:

- The purpose of the Employee Referral Programme (ERP) is to incentivise employees to bring new talent to the company by using their external networks and thereby potentially saving significant cost to the business.
- The scheme does not apply to any member of staff who is involved in the recruitment and selection process, or has influenced the process in any way. For example, managers will not be eligible for a referral payment for a vacancy they are hiring for, and recruitment teams will not be eligible for referral payments to vacancies they are managing.
- Bank staff are also invited to make referrals and qualify for the scheme but are subject to the same recruitment involvement clause.
- Candidates referred will not be currently employed within the organisation, including temporary or contract employees.
- The ERP applies to specified permanent roles within the Group. It does not include Bank or fixed term contract positions.
- No preferential treatment will be given to candidates recommended through the referral scheme. If they do not meet the requirements for the role, they will receive the standard communication from the Group to confirm this.
- Branded posters have been produced to promote the ERP with teams and can be found in **Appendix 2**.

3.1.2 Application process:

- The referral must be made at time of application and before the job advert closes for applications. Any referrals received after this time will not be considered.
- In all cases, the person referring must fill in the ERP SharePoint form here. This outlines both candidate and referrer details, the role applied for, the job requisition number and the date of application.
- Once completed this form will go to the Talent Engagement team who would notify the hiring manager of a referral. The Talent Engagement team would also track the commencement of employment date if the person was successful in gaining a role. The Talent Engagement team would then notify CSSC Payroll in order that the ERP payments can be made as per the timeframes outlined in the procedure below.

3.1.3 Payment process

- The payments will be made via payroll and will be subject to the deduction of Tax and NI contributions.
- Conditions of payment:
  - The ERP SharePoint form must be completed at time of application.
  - No second payment will be made if the referred candidate resigns during their probationary period.
  - No payment will be made if the employee who recommended the successful candidate resigns and is working their notice, or have left the Group, before the referred candidate reaches the end of their first month's service or end of their probationary period.
  - No payment will be made if the employee was previously employed by the business in the same or similar capacity.
- Payment will be based on the successful referrals of the following roles only. All payments will be subject to normal NI and tax contributions.

Role	**Payment Amount**	**Payment Details**
All Sanctuary Supported Living/ Sanctuary Retirement Living roles	£400	Payment made in two payments. The first payment of 50 per cent will be processed once the referred candidate(s) have completed one month of service. The second payment of 50 per cent will be made upon the referred candidate's successful completion of probationary period (usually six months). If the referred candidate does not complete their probation period, the second payment will not be paid.
All roles in Property Services/Housing/ Sanctuary Scotland/ Sanctuary Students/ Central Services roles	£100	Payable after the referred candidate(s) have successfully completed one month of service.

3.2 Sanctuary Care:

- The Introduce a Friend scheme is a temporary scheme until 31 December 2024; **Appendix 1** - Sanctuary Care - Introduce a Friend poster.
- The scheme is open to all staff employed within Sanctuary Care and therefore only applies to vacancies within Sanctuary Care and those that are permanent and contracted.
- Payment made for the Introduce a Friend incentive will be made in two payments, the first payment of 50 per cent will be processed once the referred candidate(s) have completed one month of service with Sanctuary Care.
- The second payment (50 per cent) will be made upon the referred candidate's successful completion of their probationary period. If the referred candidate does not complete their probation period, the second payment will not be paid.
- Payments will be made to the value £500 for all permanent and contracted roles.
- The referring employee is not entitled to a payment if they are working their notice or have left the Group at the time when the member of staff introduced reaches their first month of complete service, or the completion of their probation period.
- The home administrator is then responsible for submitting the Sanctuary Care - Introduce a Friend online application form (which can be found on the Care Talent team's Care KP page: Home) to the home manager for authorisation. The Care Talent team will then process and forward to payroll. If the form is not submitted to the Care Talent team within one month of the referral, payment will not be made.
- Overall responsibility is with the employee referring the candidate to ensure the form is submitted to their line manager.

4. External applicants

- Applications must be submitted online via SuccessFactors Recruitment.
- Candidates apply by registering and creating their own candidate profile, which is saved for future applications.
- For each individual vacancy, candidates are required to answer standard application questions and screening questions.
- The Talent Engagement team will agree with the hiring manager if changes are required to the standard suite of questions.
- There may be occasions where applicants are given information about vacancies on a face to face basis (walk-ins, open days, and career fairs). In such instances applicants should be encouraged to submit an online application via SuccessFactors Recruitment.
- Paper applications are **not** encouraged, as applications are managed in SuccessFactors Recruitment by The Talent Engagement team, hiring managers and candidates.
- Hiring managers must first get approval from The Talent Engagement team to use paper applications.
- Where paper applications are used, candidates must provide an email address, so that the application can still be managed via SuccessFactors.

4.1 Hiring manager's responsibilities:

- advising the Talent Engagement team that they have a recruitment need;
- booking the interview venue;
- agreeing the interview panel (one of whom must have completed the Recruitment and Selection training course);
- creating short-listing criteria and selecting candidates against this;
- changing candidate status sets in SuccessFactors Recruitment;
- scheduling interviews; ensuring all candidates are asked to bring Right to Work documentation and (Disclosure and Barring Service (DBS)) identification documents or Protecting Vulnerable Groups (PVG) documents to the interview;
- providing candidates with constructive feedback where requested from the application stage, informing both successful and unsuccessful candidates of outcomes at the interview stage;
- informing the Talent Engagement team of the details of the offered candidate using the Successful Candidate Request on the self service portal attaching any required new starter documentation (including verified Right to Work documents and completed personal details form);
- sending to the Talent Engagement team copies of the successful candidate interview notes (Sanctuary Care only); and
- requesting references and ensuring references received are policy compliant and sending to the Talent Engagement team.

Note: For Sanctuary Care, hiring managers also to ensure that they instruct candidates to provide policy compliant reference details to Central Talent team.

- Once the Talent Engagement team has verified to the hiring manager that the applicant and position details are correct, the Talent Engagement team will send the applicant ticket to the authorising manager for approval; once approved the Corporate Shared Service Centre (CSSC) commence final processing onto OneSanctuary and issue formal offer letter/contract of employment.

5. Selection

5.1 Shortlisting:

- The hiring manager should create short listing criteria appropriate for the role; a template can be found here.
- The short listing criteria will be used to assess the suitability of candidates and therefore must accurately reflect the requirements of the role.
- A telephone screen/interview is encouraged to assist with shortlisting.
- The elements of the selection process may vary, but must always include a minimum of:
  - an interview;
  - references and eligibility to work in the United Kingdom checks;
  - criminal background check (if appropriate) in accordance with the Criminal Records Checks - Group Procedure; and
  - Driving Licence photo ID and PDF DVLA licence check (if appropriate).

- It is a requirement that, as a minimum, at least one member of the interview panel must have attended the Group's Recruitment and Selection course.
- The interview panel must consist of a minimum of two people, one will be the Panel Chair who is ultimately responsible for making the selection decision.

5.2 Panel Chair's responsibilities:

- arranging the structure of the interview and communicating this to the other member(s) of the interview panel;
- ensuring the membership of the panel is as diverse as possible;
- ensuring all interview questions are designed to assess the candidate's skills and experience against the competencies required for the vacant position;
- ensuring all questions asked are appropriate and non-discriminatory; and
- managing the recruitment process in SuccessFactors Recruitment.

Note: The Group does not reimburse travel expenses for external applicants.

5.3 Assessment testing:

- The Panel Chair must liaise with their PBP or the Talent Engagement team if there is a requirement to use ability tests, personality questionnaires or assessment centres as part of the recruitment process.
- These tools, where used, must only be administered by fully qualified employees, and should not be used as the sole selection tool but in addition to the minimum selection methods detailed above.

5.4 Reasonable adjustments for the selection process:

- Shortlisted candidates can be invited by telephone to attend the selection process, and this should be followed up in writing via an email from the hiring manager or from SuccessFactors Recruitment to provide with an overview of the elements of this part of the process.
- Both via telephone and within the email candidates are invited to advise whether any reasonable adjustments are needed for the selection process. This is to ensure that the Group meets their legal obligations to make reasonable adjustments for candidates who are considered to have a disability, and thus supports equity in the selection process.

5.5 Equality of opportunity:

- The Group actively promotes equity of opportunity in its recruitment and selection process.
- In accordance with the Equality Act 2010, candidates must not be asked specific questions regarding their health at any part of the recruitment process. Anything that a candidate chooses to disclose when arranging reasonable adjustments should not have a bearing on the appointment decision if this is not relevant to their ability to do the role.

- It is not a requirement and should not be expected that applicants disclose their gender history. It is neither a relevant criterion, nor a question that should be asked or alluded to during the recruitment process. Providing an individual has sufficient right to work documents, any information relating to their gender history will not in any way affect their opportunity for employment. For more information, see the Gender Identity and Transitioning at Work - Group Procedure.
- It is not appropriate to ask candidates for other irrelevant personal information such as their sexual orientation, marital / family status / future family plans or religion, for examples (list is not exhaustive) where these answers might inadvertently (or otherwise) affect the decision of the interviewing panel and/or give the impression to the candidate that these matters are being considered when establishing their suitability for the position.

5.6 Internal applicants:

- Internal and external applications must be treated in the same way; all must apply and be assessed for the role against the same criteria.
- Managers must offer feedback to unsuccessful internal candidates and deliver this information with sensitivity and in an appropriate timely manner.
- In the event that a single internal applicant applies for a vacancy, the recruiting manager is not required to hold a formal interview if the applicant meets the minimum standards for the role. Instead, if the recruiting manager wishes to appoint the single internal applicant, a meeting must be arranged for the manager to meet the applicant to discuss the requirements of the role, the applicant's suitability and to answer any questions the applicant has about the role.

5.7 Attending internal interviews:

- To fully support and promote the Learning and Development - Group Procedure, and to ensure Group employees are provided with career development opportunities, a reasonable amount of time off will be provided to employees who are invited to attend interviews for internal vacancies.
- Wherever possible, time off should be taken at a time to minimise service delivery and time taken to attend interviews must be authorised by a line manager.
- Should they wish, candidates may take into an interview and refer to, any notes or documents which may assist them in recalling examples of work completed. For more information, please refer to the hiring manager.

5.8 Employing young people within Sanctuary Care and Sanctuary Supported Living

- When employing a young person who is 16 or 17 there are some additional guidelines and legal obligations to be aware of.
- For details, please refer to **AG04** - Managers guide to employing young people.

6. Appointing a candidate

6.1 Process:

- See **AG02 -** Process of Appointing a Candidate map for appointing a candidate.

6.2 Payment and benefits for employees, governing body (Board) members, and close connections:

- Historic legislation previously imposed statutory restrictions on payments and benefits to governing body members and employees. Although this legislation has now been repealed, the Group maintains restrictions on payments and benefits in certain situations.
- In the context of recruitment, there are restrictions on the employment of:
    - family members and close connections (close connections may include, for example, friends, neighbours, business associates) of existing members of staff or involved service users;
    - the Group's committee/board members; and
    - people who have worked for the Group previously on a self-employed basis.
- If considering anyone for a post who falls within any of the above categories, a discussion must take place between the hiring manager and PBP to ensure the offer would be appropriate, and not create any potential conflict of interest. Completion of the Request for Employment form may be required.
- If it is considered appropriate to make an offer, the correct process must be followed to seek exemption from these restrictions. This process is the responsibility of the hiring manager.
- Candidate responses to these restrictions are available to view in SuccessFactors Recruitment (the Talent Engagement team will forward this to managers once a vacancy has closed).
- Additional information is available on the recruitment area of Solis. Please also see further information in respect of other types of payments and benefits in the Gifts, Hospitality, and other Benefits - Group Policy and procedure.

6.3 Providing feedback:

- Verbal feedback must be offered to all candidates who were interviewed.
- Any feedback provided must be constructive and given by the hiring manager.
- If any ability or personality tests were used as part of the assessment process, the feedback must be provided by a suitably qualified member of the People Services team.

6.4 Checks:

- All offers are subject to the Group receiving:
    - satisfactory references (in line with References - Group Procedure);
    - a criminal background check (where appropriate) in accordance with the Criminal Records Checks - Group Procedure;

- evidence of their legal right to work in the United Kingdom;
- Scottish Social Services Council registration (where appropriate);
- Nursing and Midwifery Council PIN validation (where appropriate);
- academic term and vacation dates (where appropriate);
- a satisfactory health check (where appropriate) - Managers must contact their PBP for further guidance if this is required;
- PDF copy of DVLA licence summary and driver declaration (where appropriate);
- Insurance stating business use (if driving own vehicle); and
- other relevant proof of qualification(s).

Note: For Sanctuary Care, a full employment history must be received.

6.5 Issuing contracts:

- The CSSC is responsible for preparing and issuing the contract of employment to the successful candidate. This is issued by the CSSC on receipt of the Successful Applicant Ticket from the Talent Engagement team including and any other relevant paperwork, for example the Personal Details form.
- The following documents are required to enable the CSSC to process the successful applicant ticket:
  - proof of eligibility to work in the UK;
  - DBS/PVG memo (where appropriate);
  - bank details (via the Personal Details form);
  - references (where appropriate) or a completed pro-forma if obtained verbally (please refer to the References - Group Procedure for details of this process);
  - International Student Employment Declaration, and International Students, hours to be worked disclaimer (where appropriate);
  - academic term and vacation dates (where appropriate);
  - 48 hour opt out form (where appropriate);
  - signed request for employment form (previously known as Benefits for Members and Officers form) (where appropriate); and
  - proof of qualifications.
- Note that for a new employee to be loaded onto the HR Payroll system, the Talent Engagement team must receive the correct evidence regarding their eligibility to work in the UK as well as the individual's bank details, and all other appropriate documents as listed in 8.4.2.
- If managers allow new starters to work before these documents are in place, employees will not be paid under any circumstance until the correct eligibility documentation, bank details and all other appropriate documents are received by the Talent Engagement team.
- For further information regarding UK Eligibility documentation, please refer to the Recruitment pages on Solis, or please contact the Talent Engagement team.
- In the case of an internal transfer or promotion where the vacancy has not been advertised through SuccessFactors Recruitment, the position must still be made vacant and so contact must be made with the Talent Engagement team to discuss the individual circumstances.

- Where an applicant is required to use a company, hire vehicle, or pool vehicle for work purposes, and car documents have not been previously submitted, PDF copy of the DVLA licence summary and driver declaration must also be supplied. This is to ensure that the prospective employee can be insured to drive such vehicles.
- Those employees using their own vehicle for work purposes must provide evidence of valid insurance (including ‘business use’), and a V5 document. Please refer to the Driving at Work - Group Procedure for further details.

6.6 Withdrawal:

- If a proposed new starter withdraws after accepting the post, the Talent Engagement team must be notified immediately.
- It may be possible to re-consider other applicants who applied for the same vacancy.
- In most situations, it is not necessary to re-advertise the vacancy if it was originally advertised within the last six months.
- In such events, the hiring manager must discuss the circumstances with the Talent Engagement team or their PBP who will advise accordingly.
- If a situation arises where there is a need to withdraw a formal offer, the hiring manager must contact their PBP prior to taking action.
- Possible reasons for the withdrawal could be as a result of receiving a poor reference/criminal records check, or additional information being obtained.
- Where the reason for withdrawal is as a result of checks unsatisfactorily completed, because the candidate fails to meet requirements, then no notice pay will be provided. If the Group withdraws the offer for internal reasons, no fault of the candidate, then notice pay may be provided (within probation notice only).
- The hiring manager must inform the Talent Engagement team with the outcome to both above scenarios.

6.7 Probation periods:

- For all external applicants, a six-month probation period applies, during which the employee needs to demonstrate satisfactory skills and competencies. Refer to the Probation - Group Procedure for further details.
- Internal applicants who have already successfully completed their six-month probation period are not required to complete another probation period when taking up a new post within the Group.
- Instead, managers must ensure their progress is reviewed in regular one to ones. Employees must also be aware that their previous position will not be held open after accepting their new role.

Note: For Sanctuary Care, on occasion it may be required for additional qualifications to be completed; for example, Registered Managers Award or NVQ Level 5.

7. Temporary and contractor agency staff

- External recruitment agencies must not be used for any permanent recruitment unless the Talent Engagement team has provided permission to do so, if necessary, the Talent Engagement team will seek the authorisation of Senior/Resourcing Advisor and/or Executive Director - Corporate Services before any communication is had with the external supplier.
- Where it is identified that there may be a need for temporary agency staff, managers must first consider using resource from within the current workforce, for example bank workers should be utilised, or part time employees who may wish to undertake additional hours or temporary redeployment.
- Where it is not possible to use resource from the current workforce it may be appropriate to use temporary agency staff to provide cover of up to 12 weeks, or contractor staff to provide resource for specialist projects.
- In these circumstances the individual remains employed by the recruitment agency, providing services for a specified period of time to the Group.

7.1 Neutral vendor:

- All temporary workers must be booked using the Neutral Vendor provider via their online booking system (out of hours bookings should be telephoned through).
- Local agencies must not be contacted directly unless approved by the HR Contracts Manager or the Procurement/Resourcing teams.
- The current Neutral Vendor's details can be found here.
- If the Neutral Vendor provider is unable to supply a relevant temporary worker, the hiring manager must provide full details to the Neutral Vendor Account Manager and a full investigation will be conducted to provide a suitable solution. If a suitable solution is not found, please contact the Temporary Resourcing team for further guidance and next steps.

7.2 Hiring managers' responsibilities:

- Ensure that all requests for temporary workers provide full booking details regarding location details, role duties, criminal record checks, qualifications, compliance certification, and any other necessary skills or experience required to perform the role effectively.
- Check via the online booking portal that the temporary worker is suitable for the role and adheres to compliance and legislative requirements based on the information provided by the recruitment agency.
- Ensure that agency workers complete all mandatory training as a priority.
- Ensure that temporary workers are aware of all appropriate policies and procedures relating to the role they are performing; Data Protection, Health and Safety (including fire evacuation), Equality and Diversity, Information Security.

- Extend the necessary support and guidance for temporary workers to be able to effectively undertake their role. This includes delivering (or allowing them access to) mandatory training that an employee would complete on joining the organisation. All network users will have access, as a non-employee, to Group mandatory training and this must be completed.
- Assigning any other training that is non-mandatory, but role specific.
- Non-network users should access training as a permanent employee would, and records should be kept at local level.

7.3 Agency workers:

- Agency workers are entitled to the same basic employment and working conditions as if they had been directly employed. From day one in assignment, agency workers are entitled to:
    - the same access to collective facilities; and
    - the right to be informed of suitable internal vacancies. Managers can access internal only vacancies via Solis and should circulate advert web links to temporary workers and contractors who do not have access to the network.
- If the agency worker completes 12 weeks in the same role, they are entitled to the same basic working and employment conditions as a directly employed person.
- This includes pay, working hours, overtime, breaks, rest periods, holidays, and access to training. This does **not** include pension provision or occupational sick pay, nor do they automatically change the employment status of temporary agency workers to that of permanent employees.
- If the agency worker does extend beyond 12 weeks work, you must provide the Neutral Vendor with full details of the permanent role equivalent. All bookings of 12 weeks or longer should be scrutinised to understand why a temp worker is required rather than a permanent replacement or a fixed term contract employee on the Group's payroll.
- You are not permitted to make direct contact with local temporary agencies.

8. 'Acting Up' arrangements

- 'Acting Up' is where an individual undertakes (fully or partially) the duties of a higher graded post.
- The hiring manager must consider all suitable applicants, who must then be made aware of the opportunity and asked to submit an expression of interest.
- This must include staff on any long-term absence, including maternity leave.
- All employees who express an interest in the acting up opportunity and who meet the minimum requirements specified in the profile, must be offered an interview with the relevant manager.
- The employee who most closely meets the requirements of the role must be offered the position.
- Should only one applicant apply for the opportunity, an informal interview can be held with the relevant manager.

- Further details regarding Acting Up arrangements, can be found within the Recognition Awards - Group Procedure.

9. Secondment arrangements

- This is where an individual transfers, temporarily, to another job or department.
- An employee is able to apply for an advertised fixed term contract role within the Group on a secondment basis.
- Before an offer is made to an applicant, the hiring manager and the secondee's current manager must agree to the intended secondment. The effective date and duration of the secondment must be agreed in advance and there must be specific arrangements for the employee to return to their substantive role.
- If the resulting backfill of the substantive role is not possible there may be instances where the secondment is offered on the basis that the substantive role will not be guaranteed at the end of the term.
- Towards the end of the secondment, the substantive post manager should meet with the employee to agree arrangements for returning to their substantive post.
- If the employee's substantive role is no longer available, the manager should make the employee aware of the options available.
- Managers must contact their PBP where a secondment is being offered on the basis an employee may not be able to return to their substantive post.

10. Re-graded roles

- Roles are re-graded where it can be demonstrated that the accountabilities, skills, and experience for the role have changed substantially.
- Normally the existing job profile will be amended to reflect the changes before being reviewed and evaluated by People Services, to confirm the grade of the revised role.
- If another job profile that describes the changed role already exists this can also be used, with the relevant grade.
- Any re-grade must be agreed by a senior People Business Manager, the line manager and budget holder before being applied.
- In these circumstances it is normal for the current incumbent of the re-graded role to be appointed without the role being advertised.

11. Equal opportunity monitoring

- It is the Central Talent team's responsibility to notify the hiring manager of any candidates who have applied and have disclosed that they have a disability.
- This is an important part of the recruitment process due to the Group's commitments towards disabled candidates under the Disability Confident Employer Scheme.
- Where a candidate has disclosed that they have a disability, the hiring manager will screen the application against the minimum criteria for the vacancy.

- If the candidate meets the criteria, they must be offered an interview for the position; failure to do so may potentially lead to a claim of disability discrimination and lead to the Group losing its Disability Confident status.
- Please refer to Solis for information on the Group's commitments to disabled candidates under the Disability Confident Employer Scheme.

12. Suitable alternative employment

- In any potential redundancy situation, the Group will act responsibly and fulfil its obligations, in line with the Redundancy - Group Procedure.

13. Involving service users

- Service users may be involved in the recruitment and selection of posts where a large proportion of time is spent dealing directly with service users. Such involvement potentially involves:
    - reviewing the role profile, considering the number of hours required and services to be provided; or
    - selection, through either:
        - Participating in a *Service User Feedback Group* - Where a number of service users meet with shortlisted candidates prior to interview and subsequently provide feedback. An observer, who must be an employee, takes notes of the discussion and provides feedback to the panel. Any decision to hold a service user feedback group must be discussed with the PBP before any arrangements are made; or
        - Acting as a member of the *Interview Panel* - The service user can be involved in a consultative capacity as a panel member, alongside at least two employees. The Panel Chair (who must always be an employee) has the final decision regarding the successful candidate.
- In order to participate as a panel member, service users must either have:
    - experience of recruitment and selection, and demonstrated an appreciation of the Group's approach to this:
    - received coaching from the Panel Chair (or an experienced colleague or PBP) on the Group's policy and procedure; or
    - have completed appropriate recruitment and selection training.

14. General Data Protection Regulation (GDPR)

- Personal candidate details will be submitted via and stored on SuccessFactors Recruitment (or in the case of temporary recruitment via the online system of the neural vendor). This data should only be downloaded or printed for specific recruitment purposes. Only those directly involved in the recruitment process should view this data.
- Notes must be kept of all candidates at each stage of the selection process. A copy of these notes can be requested by the candidate under the GDPR.

- All short listing and interview notes for the successful and unsuccessful applicants must be kept in accordance with the Group Retention Schedule. This allows the interview panel to provide feedback to candidates at any stage of the process, if requested. Any notes or candidate data that may have been downloaded and printed from online recruitment systems must be stored securely for the retention period, for example, in a locked filing cabinet.
- All reports, test papers and any other related documentation, should also be retained in accordance with the Group Retention Schedule, after which time, all documents relating to unsuccessful candidates must be securely and confidentially destroyed in line with the GDPR.
- Interview and shortlisting notes for the successful applicant must be securely sent to CSSC where they will be held on the employees personnel file.

15. Apprentices

- The same recruitment processes outlined within this procedure, apply to the recruitment of apprentices in terms of:
  - approvals;
  - advertising;
  - probation periods; and
  - Criminal Records Checks.
- Refer to **AG03** - Managers guide to recruiting an apprentice, for further guidance for managers.
- On completion of their apprenticeship, an apprentice should be offered a permanent position, if appropriate, subject to performance and financial approval. PBP approval will also be required if the position is not being advertised. The grade of the position should be in line with the grade they are working towards, as per apprentice pay book.
- Apprentices may apply for an internal vacancy at any time during their apprenticeship programme but must be aware they will be expected to complete their apprenticeship programme. The recruiting manager should support this.

16. Proxy access to SuccessFactors recruitment

- Proxy access to the recruiting manager role in SuccessFactors Recruitment will be provided to a small group of users in the business. Standard practice dictates that recruitment activity should be carried out by the hiring manager only and as such, proxy access will be granted in limited situations and only when approval has been granted by Executive Director - Corporate Services.
- Proxy user recruitment activity is auditable in SuccessFactors Recruitment and will be monitored via regular spot checks to ensure activities are being carried out in line with this procedure.