



Policy No: JSD/HR/10	Authorised by: Davina Powell	Review Date: 28th October 2023
Policy Date: 12th April 2021		Date of Next Review: 27th October 2024
SAFER RECRUITMENT		

SJD Homes takes its commitment to safeguarding and promoting the welfare of young people seriously and expects all staff and volunteers to do the same.

Our aim is to ensure that all people working with young people are suitable to do so and we are therefore extremely vigilant when recruiting new staff to join our team.

The recruitment and selection decision are of prime importance as the vehicle for obtaining the best possible person for the job. Securing the best and most suitable recruit should bring benefits to young people, individual staff members, their team, managers, and the business as a whole.

It is also becoming increasingly important, as the company evolves and changes, that new recruits show a willingness to learn, demonstrate adaptability and the ability to work as part of a team.

The recruitment and selection procedure should help managers to ensure that these criteria are addressed.

This policy ensures our recruitment and selection policy will be fair and consistent, non-discriminatory and conform to all statutory regulations and agreed best practice.

THE RECRUITMENT PROCESS

We are committed to a safer recruitment process and to achieve this, the Semi-independent has a rigorous system of recruitment. This policy also aims to ensure that our recruitment and selection policy will be fair and consistent, non-discriminatory and conform to all statutory regulations and agreed best practice.

The following procedure must be used when a post is to be filled:

- I. Human Resources should be informed as to what positions/vacancies there are and how many.
- II. The appointing manager must define the position as follows:
- III. An existing post - is an exact replacement required or is this an opportunity to revise the requirements?
- IV. A newly established post

1. Existing post

The manager should ensure that the **Job Description and Person Specification** are up-to-date

and offer a true representation of the vacant post, and the person you are looking for to fill this post.

- a. The reviewed/revised Job Description and Person Specification should be forwarded to SJD Homes Human Resources to ensure that it meets the relevant Employment Law/Regulations.

2. New posts

- a. The manager must be clear on the exact requirements.
- b. They will draw up a Job Description and Person Specification.
- c. They will consult with the Care Director/Finance Director in relation to the appropriate grade and/or salary.

3. Job Description

- a. The Job Description is a descriptive statement that describes the role, responsibility, duties, and scope of a particular work role.
- b. Job descriptions are regularly updated in line with changes to statutory guidance and practice recommendations. They clearly state every aspect of the relevant role.
- c. Job Descriptions/Person Specifications must refer to the responsibility of all staff for safeguarding and promoting the welfare of young people.
- d. Following appointment, all staff will be required to sign a copy of their job description confirming their full understanding of their role which is then retained in their HR file.
- e. Staff that are already in post are also required to sign and return updated versions of their job description.

4. Person Specification

The Person Specification sets out the minimum qualification, skills, and abilities, that are needed to discharge the job efficiently. This is just as important as the job description and plays a crucial part in attempting to eliminate bias and discrimination.

5. Approval

- a. The Job Description and Person Specification should be forwarded to SJD Homes Human Resources to ensure that it meets the relevant Employment Law/Regulations.
- b. Once the Job Description, Person Specification and Pay Scales have been signed off by a Director, Human Resources will send out an Internal advert within the home with a 5 working days deadline.

6. Advertising

- a. Human Resources will contact Agencies/post Advertisement after 5 days of internal advertisement.
- b. SJD Homes only uses reputable Agencies and when advertising a post, the advertisement should always contain a statement regarding our commitment to safeguarding and promoting the welfare of young people.

7. Information Pack

- a. Human Resources will collate an information pack appropriate for the post.
This pack will include a job description, person specification, mission statement, safeguarding policy and Application Form.
- b. It must be provided in advance of any interview to any applicant (whether internal or external).
- c. Completed application forms must be e-mailed to info@sjdhomes.org.uk.

8. Interviewing Panel and Shortlisting

- a. The appointing manager will approach relevant people to assist with shortlisting and interviewing. At least two people should be involved in shortlisting.
- b. The application forms received by the closing date will be forwarded to the relevant managers for shortlisting.
- c. Applicants **must** be shortlisted against the Person Specification.
- d. Managers will inform Human Resources who they have shortlisted and provide interview date(s), times, and venue.
- e. Managers will also provide Human Resources with feedback regarding applicants deemed unsuitable. It is the responsibility of the appointing manager(s) at this stage to record (in writing) the reasons why an applicant is not shortlisted. All papers must be returned to Human Resources for filing. Candidates who have not been shortlisted will be informed by the Office Manager.

- f. Human Resources will inform relevant parties and invite shortlisted candidates to an interview.
- g. Human Resources will inform interview panel of confirmation of candidates' attendance and provide interview panel with interview test papers, schedule, interview questions and rating form.

9. Interview

- a. All suitable candidates are required to attend a face-to-face interview.
- b. Interviews will be conducted by three people (at least one of whom should have undertaken Safer Recruitment Training). The person chairing an interview panel must be a member of the SJD management team.
- c. Candidates are requested to bring original copies of documentation with them to the interview:
 - I. confirming their identity;
 - II. their right to work in the UK;
 - III. evidence of any relevant qualification or training
 - IV. confirmation of their address by furnishing at least two utility type bills that are less than three months old. **(It should be noted that mobile telephone bills are not accepted for this purpose.)** Copies of these documents will be taken by one of the interview panel and confirmed in writing as being true copies of the original documents.

Prior to the interview commencing, each panel member should have the following documents in readiness for the interview:

- I. copies of completed application forms;
- II. blank interview question and report forms;
- III. a copy of the job description;
- IV. a copy of the person specification.

10. Application Forms

- a. SJD Homes application forms include the requirement for candidates to detail their full employment history from leaving statutory education/training including any reasons for any gaps in employment. Periods not in education / employment must be accounted for.
- b. Any gaps / discrepancies / anomalies must be satisfactorily resolved.
- c. If a candidate is shortlisted for interview and has gaps in their history a full explanation must be sought at the commencement of the interview and if an acceptable response is not received, interview will be terminated at that point.
- d. Potential candidates are also required to disclose any criminal convictions they may have, including those that are considered to be 'spent' or any that may be pending.

11. Questions. (See Appendix 1)

- a. The questions asked during the interview are specifically designed to elicit a candidate's understanding of the job role and safeguarding. They therefore include questions regarding e.g.,
 - I. types of possible abuse and the impact this may have on a young person;
 - II. their view of same sex relationships;
 - III. their understanding of the law relating to sexual activity;
 - IV. their knowledge and understanding of the signs of possible sexual exploitation;
 - V. their understanding of when to 'whistle blow'; their willingness to do so and questions relating to practical childcare skills.
- b. Candidates are further asked about what others perceive their strengths and weaknesses to be. They are asked how they deal with anger both within themselves and when this is being directed at them and asked to talk about their childhood, as we believe that the experiences we have as children impact upon us when we become adults and may influence our attitudes in our professional work.
- c. Where the applicant is seeking a management position or, where a disclosure of an unrelated criminal conviction has been made, a further interview will be undertaken by an independent child protection expert to either explore, in the case of managerial positions, the candidate's previous life experiences in greater detail or, in the case of convictions, the circumstances of the case and whether or not the candidate is suitable for employment. Recommendations will then be made as appropriate.
- d. The manager chairing the panel will ensure that Equal Opportunities legislation is strictly adhered to, with no discrimination shown on any grounds.
- e. The panel chair will ensure that the Interview Question and Rating Forms are completed fully and returned to Human Resources.

12. Selection and Notification

- a. All interview packs should be returned marked "Private & Confidential" to HR
- b. When all candidates have been interviewed, the panel will discuss each candidate and based on this, decide on the most suitable person for the post.
- c. Recommendations must be referred to the SJD Homes Manager for an employment decision to be made.
- d. Human Resources will inform relevant parties / candidates of interview outcomes.

13. References

- a. A minimum of two references are required, prior to appointment, one of which must be from the candidate's most recent employer, in writing (letter or email).
- b. References should be obtained wherever possible, prior to the interview and subject to the applicant's consent.
- c. If not already obtained, Human Resources will commence seeking references.
- d. When the references are received a telephone call will be made to the named referee

to confirm that they personally have written the reference.

- e. Any negative remarks / observations must be queried, and a note made on the human resources file.
- f. Copies of all references will be held on the candidate's personnel file.

14. DBS checks

- a. Prior to any offer of employment being made, an enhanced DBS certificate will be obtained for every candidate.
- b. If a DBS shows positive disclosure a Risk Assessment must be carried out by two appropriate individuals, one of which must not have been on the interview panel.

15. Commencing Employment

Once all required paperwork has been completed and salary confirmed by the Home Manager, the manager and Human Resources will discuss start dates.

16. Induction

- a. All newly recruited employees are required to undertake an induction which will be arranged and agreed at least one week before the appointee commences duties.
- b. The New Starter Form front sheet and Staff Checklist will be provided to Finance for payroll purposes.
The Staff Induction and Handbook will be given to the new employee for completion.
- c. Further days of induction will take place at the home. These will include an in-depth exploration and discussion of:
 - I. the Semi-independent's safeguarding and child protection policy;
 - II. sexual exploitation policy;
 - III. anti-bullying policy;
 - IV. e-safety policy,
 - V. behaviour management policy
 - VI. whistle blowing policy.
- d. New employees are also given the opportunity to 'shadow' more experienced colleagues to enable them to gain a full understanding of their role.
- e. Completed and signed Induction Forms must be returned to Human Resources for the individual's personnel file.

17. Probation Period

- a. New employees are subject to a minimum six-month probation period.
- b. During the first 3 months of the probation period fortnightly supervision will be given.
- c. Once the 6-month period has been completed the manager should confirm to Human

Resources and the employee at the last meeting whether they have been successful / unsuccessful or that probation is to be extended.

18. Agency Staff

- a. All agencies supplying staff to SJD Homes are required to confirm their candidate has a current enhanced DBS check in place and has joined the Update Service; has the right to work in the UK; has provided acceptable references and has relevant previous experience and qualifications for the post.
- b. All new agency staff will undergo an agency induction prior to starting work which includes the reading of relevant policies and procedures.
- c. Any agency member of staff employed to work in a Registered Young People's Home will only do so alongside a permanent member of SJD homes' staff.



APPOINTING MANAGER'S CHECKLIST

The Registered Manager is to be kept informed at every stage of the process.

Recruitment:

- Review the post - is it necessary?
- Does it need to be changed?
- Can the duties be adequately covered elsewhere?
- If significant changes are required, or it is a new post, discuss the details in relation to grade and salary with the appropriate Manager.
- Complete a Job Vacancy Form ensuring approval of appropriate Manager.
- If post is newly established get confirmation from the Finance Manager.

Job description and person specification.

- Review and complete the job description and person specification criteria.
- Compile an information pack for the vacancy.
- Decide the most effective way to recruit to the post i.e., internal advert / agency etc.
- Head Office will process the advert, send out information packs and collate applications ready for short-listing.

Selection:

- Decide on the interview panel as soon as possible and arrange a suitable date.
- Applications will be forwarded from the Head Office on the closing date. These may be inspected at any time prior to this.
- With at least one other member of the interview panel, shortlist for the post against the person specification.
- Decide whether it would be appropriate to use alternative selection methods, i.e., skill testing, and make arrangements for this.
- Let Head Office have short-list. They will arrange to contact the candidates and set up the interviews / tests etc. They will also contact unsuccessful applicants.
- At least one week before the interviews, the panel will receive an interview pack containing the applications and other details.
- Ensure arrangements are in hand to welcome candidates as they arrive, to escort them to the interview and any other events during the day e.g., testing.
- Complete the interview, and taking account of the outcome of any testing, decide on the most suitable candidate. Contact them by phone and offer the post (conditionally, when details such as references, medical etc. Yet have to be confirmed) agreeing verbally the salary and proposed start date.
- Return all interview packs and references to Head Office with the Interview Notes (Appendix 1) and Interview Rating Form (Appendix 2). They will contact all other unsuccessful candidates by phone the same day if possible and undertake the necessary administration.
- Set up an individual induction programme for the new appointment.
- **Hiring Options:**
- Work out what is really needed.
- Make sure the employment terms and conditions on offer are attractive in the current labour market.
- Do not forget the benefits of training and developing current staff.

Essential Documents:

- Job Description
- Person Specification
- Job application form
- Equality and diversity monitoring form
- Information about the employer
- Job offer letter template

Vacancy Advertising

- Advertise the job (if required).
- Consider the range of media and advertise opportunities in at least two-channels.
- Make important decisions, such as how the successful candidate will be selected, before compiling the job advertisement.
- Compile the advertisement, including asking applicants to say if they need any 'reasonable adjustments' (to avoid as far as possible by reasonable means the disadvantage which a disabled person experiences because of their disability) for any part of the recruitment process.

Sift and Select:

- Check again if applicants need any reasonable adjustments.
- Make reasonable adjustments if the candidate is disabled.
- At least two people should go through applications to select candidates for interviews etc.
- Prepare for the interview/tests.
- Conduct the interview/tests and score candidates.
- Select who is considered the best candidate for the position
- Complete Final details.
- Offer the position, subject to receipt of DBS and References.
- Make necessary pre-employment checks (DBS and references should be obtained where possible with the prior consent of the candidates).
- Resolve any queries over the contract of employment and the checks.
- Set date for Induction and commencement of employment.
- File documentation e.g., candidate's written acceptance of the job offer.


APPENDIX 1

INTERVIEW QUESTIONS

NAME OF CANDIDATE		DATE & TIME OF INTERVIEW	
NAMES OF INTERVIEWERS:			
QUESTION	DESIRED RESPONSES	COMMENTS	
1) What do you consider to be the reasons why young people come into care?	Abuse (sexual; physical; emotional & neglect) Family breakdown; Beyond parental control; Substance abuse; Physical or mental ill health. No suitable person to care for them		
2) What are the main pieces of legislation and guidance relating to looked after children?	1989 Children Act; Every Child Matters 2004; Quality Standards for Children's Homes		
3) What do you think are the main components of a successful staff team?	Shared aims and values; Good communication/ handovers; Consistent practice; Receiving regular, meaningful supervision; Having regular team meetings		
4) Could you tell me about a work-related situation you think you handled well and what you learned from it?	What part did they play in achieving success - were they the main 'player' in the situation or did they follow someone else's lead? Was the outcome as successful as it possibly could be?		
5) Could you tell me about a work-related situation you do not think you handled well and what you learned from it?	Did they reflect on what they could have done differently? Do they take personal responsibility for what went wrong or do they apportion blame to someone		

	else?		
QUESTION	DESIRED RESPONSES	COMMENTS	
6) You are taking a young person to Brighton by train for the day for him to have contact with his Grandparents whom he has not seen for 3 years and he is very anxious. How do you prepare for the journey?	Discuss what it is that is making the YP anxious - are his fears justified - how can they be addressed/overcome? Contingency plan? Check train times, tickets, money, drinks, snacks for the journey, contact telephone numbers for grandparents, the Home, the YP, the local EDT		
7) You arrive at the station in Brighton and as you are going through the ticket barrier the YP runs off. What do you do?	Look for him. Call his mobile if he has one. Contact transport police; local police; local EDT; the grandparents; the Home; EDT for the placing authority		
8) You are working a night wake duty and you hear noises coming from the bedroom of a 16-year-old female resident. You knock on the bedroom door but receive no response. You continue to knock but without success so you announce you are going to enter the room to check on the YP's safety. You unlock the door and enter the room and discover the YP is engaging in a sexual act with her 18-year-old boyfriend. What is the legal position of the situation? What would you do?	The fact the YPs are engaging in a sexual act is not in itself illegal as they are both over the age of consent. However, if the boyfriend has not been invited into the Home by staff and they are not aware of his presence, he is trespassing and should be asked to leave the premises. If he refuses the police should be contacted. A discussion would need to take place with the young woman, highlighting the risks of having someone in the building (risks of allegations from other residents; risk of his presence not being known if a fire broke out etc.) and to ensure she is practising safer sex and knows who to contact		

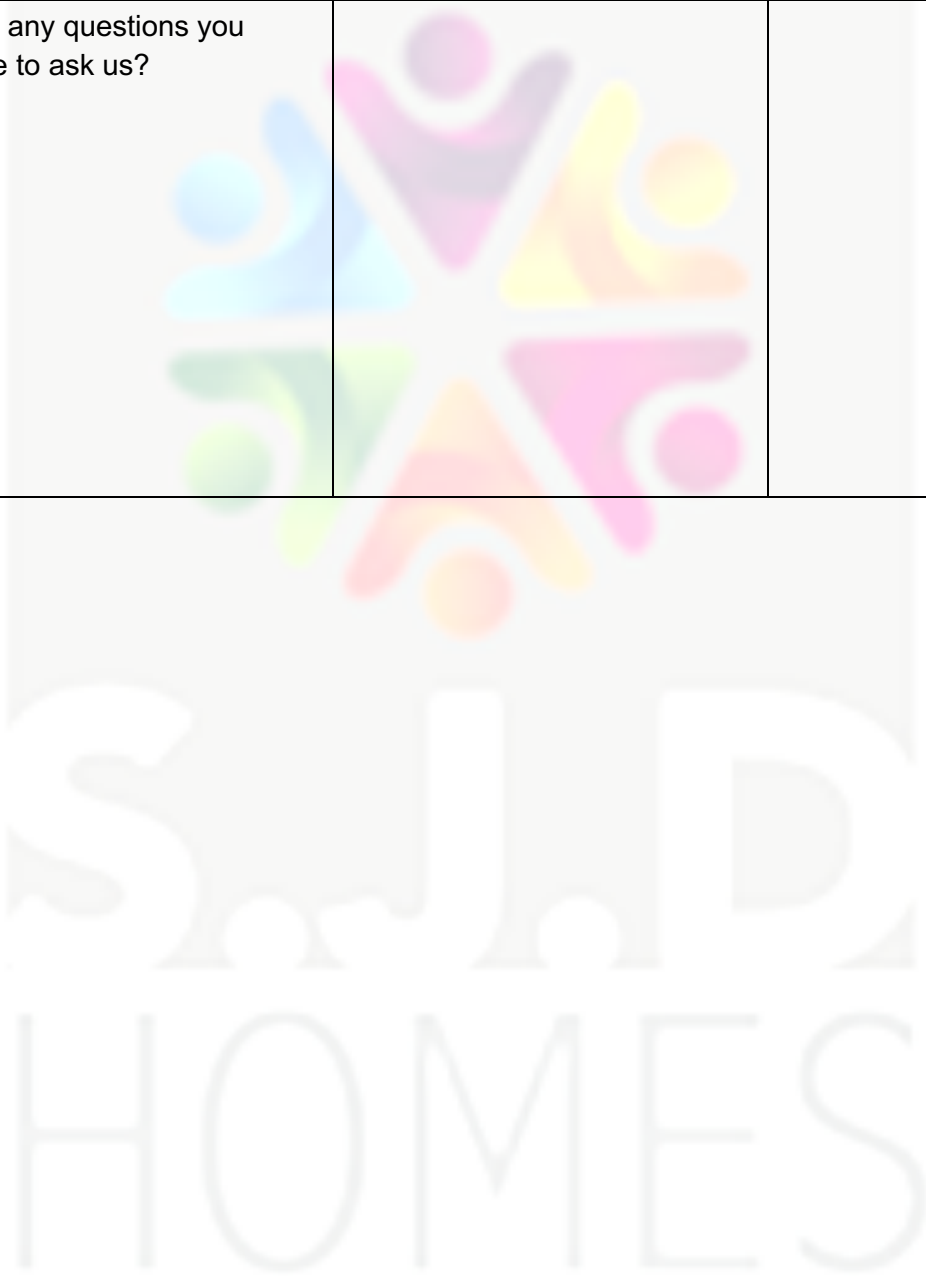
		regarding her sexual health.	
9) You are in the same situation as above but the resident is 12 years old and her boyfriend is 15. What would you do differently?	Any sexual act involving a child under the age of 13 is a child protection matter as a child of that age cannot consent to having sex even if they claim to be willing to do so. Contact social worker, parents/carers. Inform child they will be interviewed by the police but do not ask any leading questions. Ensure anything the child says is recorded.		
10) You have concerns that a colleague is acting inappropriately with a young person. What would you do?	Challenge the colleague. Discuss with manager/supervisor. Record concerns.		
11) A young person is admitted to the Home from a different culture than your own, about which you have very limited knowledge. What would you do to ensure that the young person's needs were met?	Search the internet for information re cultural practices. Check for local community groups of the same culture. Ensure that at least dietary; self-care and religious needs		

	are known as an absolute minimum.		
12) We believe that our experiences during our childhood impact upon us in our adult lives. Would you therefore please tell us about your childhood?			
13) What do you think other people say are your strengths and weaknesses?			
14) How do you deal with anger directed at you?			
15) How do you deal with feelings of anger?			
16) In order to maintain a 'homely' environment SJD Homes operates a policy of lone working with up to three young people at a time. How would you feel about working alone?			
17) Are you IT literate?			
18) Are you able to use the full range of Microsoft Office software?			
19) Are you willing to work anti-social hours and on Bank Holidays and at weekends?			
20) Are you willing to work in different locations if required?			
21) Are you willing to undertake training?			

22) Are there any issues related to your health which would impact upon your ability to carry out your duties?

23) Is there anything you would like to add to your previous answers?

24) Are there any questions you would like to ask us?



APPENDIX 2		INTERVIEW RATING FORM			
ONCE COMPLETED PLEASE SEND TO HEAD OFFICE ALONG WITH INTERVIEW NOTES.					
NAME OF APPLICANT:			JOB APPLIED FOR:		
DATE OF INTERVIEW:			NAME(S) OF INTERVIEWER(S):		
	1=POOR 2=SATISFACTOR Y 3=GOOD 4 =EXCELLENT				COMMENTS
Relevant Past Employment	1	2	3	4	
Quality of answers	1	2	3	4	
Education / Qualifications	1	2	3	4	
Experience	1	2	3	4	
Skills & Knowledge	1	2	3	4	
Communication	1	2	3	4	
Total Score	/24				

General Comments

Employ?

Yes / No

If Yes, state pay rate	(Annual):	£	(Hourly):	£
	(Week on/off):	£	(Night Wake):	£

INTERVIEWER'S SIGNATURE

DATE:

POSITION:

SAFER RECRUITMENT & EMPLOYMENT AUDIT CHECKLIST			
Staff File:	All staff including Managers, Directors, Consultants, Agency Staff and Volunteers should have their own staff file		
Application:	Fully completed signed and dated application of employment		
Shortlisting/Interview:	One panel member to be Safer Recruitment Trained (Minimum requirement)		
Interview:	Fully documented interview notes		
Employment/Education Gaps:	Signed verification of exploration of gaps in employment and education history by Appointing Officer		
Identity:	Photographic evidence of identity, note either valid Passport or driving licence.		
Right to Work in UK:	Checks to confirm right to work in the UK.		
Certificate of Conduct:	Where the person has lived outside of the UK, further checks as are considered appropriate where obtaining a DBS disclosure is not sufficient to establish suitability to work with young people.		
Current Address:	Evidence to be no more than 6 months old at time of recruitment.		
DBS Number and Completion Date			
DBS Trace:	Evidence of risk assessment and risk evaluation when an DBS 'trace' has been highlighted.		
References:	At least two written references on official/headed paper: <ol style="list-style-type: none"> 1. One must be from last position working with young people. 2. One preferably from a current employer. Both references must include a statement from each referee as to any known impediments why a prospective staff member is unsuitable to work with young people.		

<p>Reference Verification: All references are be verified by a follow up telephone call which should be dated and signed by Appointing Officer.</p>		
<p>Qualifications: Copies of all relevant qualifications on file.</p>		
<p>Therapists: Up-to-date registration with relevant professional body; and individual professional indemnity insurance.</p>		
<p>Contract of Employment:</p>		
<p>Employment Start Date:</p>		
<p>Personal Contact Information:</p>		



INDUCTION		
Induction: Induction Programme and completion of modules to be signed off by manager and dated.		
Training: All training planned, undertaken, and evidenced		
Safer Recruitment Training (where applicable)		
Supervision: Supervision notes relating to staff member		
Annual Appraisal:		
Absence and Disciplinary Records: Record of sickness leave, disciplinary issues		
Promotions: Where a staff member is promoted within the organisation, evidence of appropriate transparent process e.g., evidence of applications, interviews, DBS re- check if necessary and a new contract		