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**“Working to Empower the Community”
in Lancashire and Cumbria**

Pamela Beswick - Chief Executive Officer

Community
Legal Service



Help Point

RECRUITMENT AND SELECTION PROCEDURES

Prepared with the support of Cumbria Local Safeguarding Children Board (LSCB)

Signposts acknowledges that organisations who work with or on behalf of children, young people and vulnerable adults need to be vigilant in their recruitment and selection of staff. Abusers will target these organisations and be extremely adept at presenting themselves as caring and trustworthy individuals. Some indicators of abusive behaviour can emerge through inappropriate attitudes or inconsistent reactions and a vigorous recruitment and selection process provides important opportunities to deter and prevent offenders from gaining access to children, young people and vulnerable adults through their work.

Establishing effective recruitment and selection procedures requires time, careful preparation and skill. Cumbria LSCB has prepared this pack which Signposts has adapted for use in any organisation that employs or contracts the services of paid workers or volunteers and we thank them for making it available for use.

The material contained in this pack has regard to the guidance contained in Working Together to Safeguard Children 2007 in which it is stated that LSCB's should *'work to ensure that organisations working or in contact with children operate recruitment and human resources practices that take account of the need to safeguard and promote the welfare of children'*

Safe environments do not happen by accident. They are purposefully built and carefully maintained. Safe recruitment and selection processes are essential if organisations who work with or on behalf of children are to attract the best staff and deter or reject those who may pose a risk to children or who are unsuited to work with them.

Chief Executive
September 2011

Charity Registration Number: 1117645

Member of AdviceUK (previously FIAC)

Company Limited by Guarantee: 5990592

Registered in England and Wales



North Lancashire
Teaching Primary Care Trust



INVESTOR IN PEOPLE

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1. Overview

Signposts aims to operate recruitment and human resources practices that take account of the need to safeguard and promote the welfare of children and vulnerable adults.

Signposts will to ensure that:

- there is a management team who is vigilant in ensuring that all recruitment and selection systems, processes and procedures are examined from a child/staff protection focus
- the organisation makes explicit it's commitment to the provision and maintenance of a safe and supportive environment for children, young people and vulnerable adults, staff, volunteers and visitors.
- all applicants, short-listed candidates, contractors and service providers are advised about and understand the necessity of robust recruitment and selection practices
- adults are advised about personal and professional boundaries, are clear about what is proper and expected behaviour, and managers are vigilant in pursuing inappropriate, unprofessional or abusive behaviour.
- strategies include disciplinary procedures which deal effectively with those adults who fail to comply with the organisation's policies to safeguard.
- managers and/or /commissioners paying for, or using services satisfy themselves that those services have in place appropriate and effective arrangements for safeguarding and protecting children and vulnerable adults.
- there is an effective recruitment and selection policy in place, which is regularly reviewed and which is in line with the guidance contained in this document

2. Recruitment and Selection Policy

Signposts Recruitment and Selection policy makes explicit our commitment to building and maintaining a safe environment that will safeguard and promote the welfare of children, young people and vulnerable adults.

This statement should be included in:-

- All publicity and information sites
- Advertisements
- Information pack for applicants
- Person specification
- Job description
- Letter of appointment
- Induction Training
- Competency Frameworks

This policy, its application and effectiveness should be reviewed at least on an annual basis.

3. Guidance for the team on recruitment procedures and practices

a) Person Specifications

The Person Specification should include the qualifications and experience, and any other requirements needed to do the job especially as it relates to children, young people and vulnerable adults. It should include the competencies and qualities that the successful candidate will be able to demonstrate and explain how these requirements will be tested and determined during the selection process.

The Person Specification should stipulate how the candidate's suitability for the post will be assessed including their motivation for this type of work; their ability to make and sustain professional relationships within clear boundaries and their attitudes to authority, challenge and discipline. Person Specifications should always be reviewed and agreed for each vacancy.

Template provided - see Appendix 1

b) Job Descriptions

All paid positions should have well thought out and comprehensive job descriptions provide staff with a clear list of responsibilities, identifying lines of accountability and providing security for applicants in knowing what is expected of them.

Careful consideration should be given to the nature of the post and the duties and responsibilities related to it. The Job Description should clearly set out the extent and nature of the contact the candidate will have with children, young people and vulnerable adults. All adults working in the organisation have a responsibility for safeguarding, although the extent of that responsibility and the contact involved will vary according to the nature of the post. Job Descriptions should therefore always be reviewed and agreed for each vacancy.

Template provided – see Appendix 2

c) Volunteer roles

Volunteer roles within the organisation are flexible tailored to the individual however project specific volunteering information is prepared and published on the Signposts website. This is reviewed regularly.

d) Advertising

Signposts will openly advertise, either internally or externally, every vacancy in order to comply with equal opportunity legislation.

Signposts advertises two types of posts: substantive posts (with a clear deadline) or sessional posts (either with a clear deadline or ongoing advertising).

Employment offers should not be made to individuals unless this process has been followed, regardless of any commendations received or any personal knowledge held about the individual interested in the post.

Care should be taken to ensure that the following statement, or one similar, is included in each advert placed:

'This organisation's recruitment and selection procedures reflect our commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults. All staff and volunteers are expected to share this commitment.'

Template provided – see Appendix 3

e) Application Form

Signposts has a standard, structured application form which is used to obtain a common set of core data from all applicants.

A Curriculum Vitae drawn up by an applicant in place of an application form can not be accepted because these will only contain the information the applicant wishes to present and may omit relevant details.

Applicants should be asked to detail employment history, relevant experience and be expected to provide information about the *month and year* in which they were employed.

Our application form includes a declaration that all information is true and correct. This documents whether an applicant was truthful about their history and can prepare for any issues around deception and honesty should this ever be an issue at a later stage.

Explanatory notes and/or instructions for completing the form are included on the signposts website and in a candidate's information pack.

Template provided – see Appendix 4

Guidance notes published on our website are shown in appendix 4a

Signposts also uses a standard volunteer application form and an expression of interest form for existing members of the team (whether paid or volunteer) to apply to join a paid team or a new paid team within the organisation.

f) Information Packs for Applicants

An information pack should be sent to all prospective applicants. This should make references to the Signposts safeguarding and recruitment and selection policies. The pack should include relevant information about the organisation and its policies and a statement of the terms and conditions of the post. The contents of the pack will vary depending upon the vacancy.

The application form advises that all posts within Signposts are exempt under the provisions of the Rehabilitation of Offenders Act 1974 and that any offer of employment will be subject to satisfactory checks, including those supplied by the Criminal Records Bureau. The check will include any cautions, reprimands or final warnings as well as convictions.

Suggested content list for Information Pack –see Appendix 5

g) Procedures for the recording of requests for an application pack and the management of applications during the recruitment process

Signposts uses standard forms to record requests for application packs to track potential applicants though we acknowledge that there may be people who are not registered as our vacancies are published online and paperwork is available to download.

Application forms when received are dealt with as follows:

- Applications for substantive time limited posts are stored securely in the personnel filing cabinet within Main Office until the deadline and at this point personal identifiable information and reference information is removed to allow for scrutinising and shortlisting.
- Applications for sessional posts are not competitive as such and are therefore scanned and shared with the appropriate line manager for interview. The line manager would then scrutinise the form and interview.

All original forms are stored securely in Main Office throughout the process and access is limited to the admin team processing the paperwork and to the recruitment panel.

Appointment Procedures – Appendix 11

h) Scrutinising and Shortlisting

All application forms should be scrutinised to ensure that they are fully and properly completed, the information provided is consistent and does not contain any discrepancies, and any gaps in employment are identified.

All candidates should be assessed equally by the members of the interview panel, against the criteria contained in the person specification without exception or variation.

Further guidance about scrutinising and shortlisting - see Appendix 6

4. References

The purpose of seeking references is to obtain objective and factual information to support appointment decisions. They should always be sought, and obtained directly from the referee.

Referees are sent the job description and person specification and asked to comment upon the applicants' weaknesses and strengths in relation to their suitability to work with children, young people and vulnerable adults.

They should be asked about performance history and disciplinary offences *including those which have expired* where these relate directly to working with children and vulnerable adults.

The request for a reference should advise referees about their legal liability and that the reference should contain no material mis-statement or omissions. Referees should be advised that their reference may be discussed with the applicant at interview.

References provided by the applicant should not be accepted in any circumstances.

Further guidance and templates for reference requests – see Appendix 7, 7a, 7b, 7c

5. Invitation to Interview

In addition to arrangements for interviews – time and place, directions, membership of panel etc, candidates should be advised about how the interview will be conducted and how the person's suitability for this type of work will be explored.

Template for Invitation to Interview – see Appendix 8 – Initiation to Interview

6. Interview Panels

It is common practice for there to be at least two people on the interview panel (preferably including a member of the Board of Directors of Signposts). In those circumstances where this is not practicable the interview process should be scrutinised by a member of the senior management team.

Each member of the interview panel should have copies of the job description and person specification and agree interview questions. Broad agreement should be reached prior to the interview as to how answers from the candidate will be assessed.

Further guidance on role and function of Interview Panels – see Appendix 9

7. Scope of Interviews

The interview should assess the merits of each candidate against the job requirements, and explore their suitability to work with children and vulnerable adults.

Guidance notes about conducting interviews, including question suggestions – see Appendix 10

8. The Appointment Process

Appendix 11 outlines the entire process for appointment for:

- Paid substantive staff
- Sessional staff
- Volunteers to the sessional staff team
- Student to the sessional staff team
- Volunteers

9. Conditional Offers of Appointment

An offer of appointment should be confirmed only when all references have been received and are accepted.

The appointment letter and statement of particulars should be sent to the successful candidate and require the return of a signed copy of the statement of particulars.

The Signposts Employee Handbook provides guidance about expected codes of behaviour for all adults working in, and on behalf of the organisation and should be sent with the letter of appointment and candidates advised they will be expected to work to this code and sign to indicate their agreement and commitment to it.

Guidance for Safe Working Practice document – see Appendix 12

10. Post Appointment Induction

All newly appointment staff or volunteers should receive induction into the organisation and advised about their job and related duties and responsibilities. The guidance about safe working practices sent to the successful candidate with their letter of appointment should be discussed in the first day and staff/volunteers asked to sign the document indicating their commitment to it.

11. Maintaining a Safer Culture

All staff should be/are made aware of, and understand the need for, the organisation's policies which relate to the wellbeing and safety of children, young people and vulnerable adults and the workforce. This includes policies on:

- safeguarding,
- Safer Recruitment and Selection,
- Allegations against Staff,
- Whistleblowing.

The website also includes AMA guidance on Safer Working Practice.

These policies should be regularly reviewed.

Training should be offered on a regular basis in respect of the contents and implications of these policies. Staff should be expected to attend training events and should be made aware of the support structures available both within the organisation, and where appropriate within the local authority.

The organisation management team should ensure that all allegations against staff, referrals to social care, disciplinary hearings and their respective outcomes are consistently monitored and recorded.

When staffs resign from posts within the organisation, the management team should ensure that the reasons for leaving are fully explored and exit interviews undertaken. Where appropriate, job descriptions and person specifications should be reviewed at this stage.

12. Safer Disciplinary Decisions

The organisation should inform staff on appointment of policy and procedures on discipline and include a contractual condition that disciplinary considerations will be pursued even if employee resigns.

Staff should be informed that the outcome of a criminal prosecution does not necessarily determine disciplinary sanctions. Any disciplinary appeal panel should include members who are aware of, and knowledgeable about, their responsibilities to safeguard and protect children, young people and vulnerable adults. It is essential that these individuals as well as staff understand the burden of proof i.e. the difference between balance of probability and beyond reasonable doubt. Appeal panel members should also have been the subject of appropriate checks before taking up duties on behalf of the organisation.

Where a serious concern has been justified in relation to a member of staff, LSCB procedures for dealing with allegations should be followed and where necessary a referral made to the Independent Safeguarding Authority and/or any relevant regulatory body.

13. Safer Contracting

In establishing any contracts outside the usual recruitment and selection process, the organisation should:

- check the current national qualification in the activity or service the adult is contracted to deliver
- check the current public liability insurance cover (if appropriate)
- undertake appropriate Police and CRB checks
- ensure the individuals have appropriate experience of working with children, young people and vulnerable adults
- obtain and confirm two relevant character references
- ensure that the all individuals are aware of relevant policies and procedures:
- meet with the adult prior to the delivery of the service and confirm in writing the function, roles and responsibilities of the individual. This should include a discussion around personal and professional boundaries
- ensure that when agency staff are used for supply, the agency has followed DCSF guidelines and has taken up all relevant checks on the adult concerned and copies of these are seen.
- ensure that where any form of contract is to be made, appropriate risk assessments are undertaken to inform the detail of that contract.

14. Recruitment and Selection Checklist

The checklist provided in the DfES guidance is a useful tool to assist those responsible for recruitment and selection of staff (Safeguarding Children and Safer Recruitment in Education Jan 07).

Appendix 1 – Sample Person Specification

Signposts Multi Agency Resource Centre Limited
58 Regent Road, Morecambe, LA3 1TE

Person Specification – POST TITLE

Key:

Column 2: E = Essential Criteria D = Desirable Criteria.

Column 3: Assessed by: AF = Application Form I = Interview T = Test

1	2	3
Categories	Criteria E/D	Assessed by AF/I/T
EXPERIENCE <i>Any experience needed to perform the role including in relation to working with children, young people and vulnerable adults</i>		
KNOWLEDGE What knowledge the applicant will be expected to have		
SKILLS / ABILITIES <i>Competencies and Qualities that the successful candidate should be able to demonstrate e.g.</i> <ul style="list-style-type: none">• <i>Motivation to work with children, young people and vulnerable adults</i>• <i>Ability to form and maintain appropriate relationships and personal boundaries with children, young people and vulnerable adults</i>• <i>Emotional resilience in working with challenging behaviours</i>• <i>Attitude to use of authority and maintaining discipline</i>		
QUALIFICATIONS State what qualifications are essential and which are desirable.		
OTHER <i>Any other requirements needed to perform the role including in relation to working with children, young people and vulnerable adults</i>		

This Organisation is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment

Chief Executive
DATE PRODUCED

Appendix 2 – Sample Job Description

Signposts Multi Agency Resource Centre Limited
58 Regent Road, Morecambe, LA3 1TE

Job Description: POST TITLE

Accountable to	:	Chief Executive Officer
Line Manager	:	
Grade	:	Based on NJC APT & C Scale X point YY
Hours	:	XX hours per week including evening and possibly weekend work
Holiday entitlement	:	25 days inclusive per annum (pro rata)
Probationary period	:	3 months
Contract of Employment	:	Full terms and conditions issued

Job Purpose

- 1.
- 2.

Main Tasks

- 1.
- 2.
- 3.

Professional Responsibilities

1. To co-operate with the Signposts Board, CEO, DCEO and SMT in the development and expansion of the needs of Signposts
2. To ensure a high standard of professional conduct in dealing with other services and members of the public
3. To attend team meetings
4. To be conscious of the necessity for good public relations with the local community
5. To be responsible for opening and closing premises and for their security
6. To co-operate when working in partnership with other services
7. To attend training courses and supervision sessions as appropriate
8. To adhere to Health & Safety guidelines
9. To adhere to all Signposts' policies and in particular confidentiality, safeguarding, data protection and information governance
10. To be responsible for ensuring that volunteers and volunteering are included at all levels within Signposts

This Job Description forms part of the contract of employment of the person appointed to this post. It reflects the position at the present time only, and may be changed at

management's discretion in the future. As a general term of employment, the Organisation may effect any necessary change in job content, or may require the post holder to undertake other duties, at any location in the Organisation, provided that such changes are appropriate to the employee's remuneration and status.

As a term of your contract of employment, the Organisation reserves the right to vary your hours of work and require you to work outside the range of your "typical working arrangements" specified in your Statement of Particulars. This will also include weekend working. The Organisation reserves the right at its discretion to affect this condition of your employment. Should this be necessary you will be given reasonable notice of any proposed changes.

This organisation is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment

Chief Executive
DATE PRODUCED

Appendix 3 – Template Advert

Text to be included:

Signposts Multi Agency Resource Centre Ltd

“Working to Empower the Community”

Signposts seeks to recruit:

A “JOB TITLE” (XX hours)

Job Purpose

FROM JOB DESCRIPTION

Duties to include:

FROM JOB DESCRIPTION

Hours: You will be paid for XX hours per week and appointment will be subject to an Enhanced CRB Clearance and two references.

Salary : NJC APT & C scale X pt XX (£XX,XXX pro rata) plus a contributory pension scheme if requested.

Closing date: DATE AND TIME

Shortlisting: DATE

Interview Date: DATE AND TIME WHERE POSSIBLE

Start of continuous employment: ACTUAL START DATE OR START OF CONTINUOUS EMPLOYMENT DATE

For an Application pack for either post, contact:

Signposts, 58 Regent Road, Morecambe LA3 1TE, 01524 419021 or visit the Signposts Website: www.signposts.org.uk, or email signpostsmarc@signposts.org.uk

Signposts will not accept a CV in place of an application form.

NOTES:

The advert should also include the Signposts and Investor In People logos and logos from any of the funders as required.

Appendix 4 – Template Application Form

See www.signposts.org.uk/recruitment

Appendix 4a – Full Application Form Guidance Notes

Signposts Multi Agency Resource Centre Limited 58 Regent Road, Morecambe, LA3 1TE

Guidance for completing our application form

Please read these notes carefully before completing the application form. It is important that you take your time to fill in this application as fully and as accurately as possible. The decision to ask you for an interview is based entirely on the information given on the application form.

General points

- Please complete all parts of the application form and type or use black ink so that if we need to photocopy the form, it is clear and legible.
- Do not send curriculum vitae because these will not be considered
- The application pack contains a job description and person specification. The job description lists the duties/main tasks of the post, the person specification lists the knowledge, skills, experience and qualifications needed (where appropriate).
- Please name and number any addition sheets of paper you submit.

Asylum and immigration act

The law states that you must be entitled to reside and/work in the United Kingdom. If your application is successful you will be asked to show that you are entitled to work for us. You may be able to meet this request by providing your national insurance number. In the absence of this we may ask to see your passport or other documentation to show your entitlement to work.

Criminal convictions

If the vacancy is exempt from the rehabilitation of offenders' legislation, this will be explained in the application form. If it is, you should tell us about ANY cautions, convictions or bindovers on the application form and tell us if there are proceedings outstanding against you.

If the post is not exempt from the provisions of the legislation, but you have any "unspent" caution, convictions or bindover, you must declare this on the application form.

Having a criminal record doesn't automatically prevent you from being considered for a job and we will take into account all necessary details and their relevance to the job. If you are short listed, this will be discussed with you at interview.

Please see over for guidance on specific sections of the application form.

Page 1: Personal details

- Please be sure to complete the “position applied for” to ensure that you are considered for the right post.
- Please complete all the sections on the front of the form as this information will help us to contact you and is required in order to undertake a CRB Disclosure should you be offered employment.

NB: This page is removed when shortlisting

Page 2 & 3: Education and work experience

- Give details of your educational qualifications and training, starting with the most recent.
- Include all qualifications, which may be part-time as well as full-time.
- Tell us about any past education and training that you have received as well as any relevant experience/training in your present job which is relevant to the post.
- If you are employed, please give details about your present job.
- Please give details of all your previous jobs since leaving education in date order starting with the most recent. Any gaps in your employment history may need to be explained. Also include relevant voluntary work (see below)

Voluntary work

- Many people will have developed personal skills and knowledge through voluntary work and work experience. You will need to show that you can fit these skills and knowledge into person specification..
- Think carefully about what you have done in the past, at home, school and leisure, paid or unpaid employment as you may wish to draw on the skills you have gained.

Page 4 & 5: Relevant skills, knowledge and experience, and Personal Statement

- This is a very important part of your application form as it gives you the opportunity to demonstrate why you are suitable for the post. Before completing it, refer to the job description and the person specification.
- Give examples to how or what you have done to meet each area of the job description and person specification. Be specific about your skills and specify your own responsibilities, demonstrate a particular skill rather than simply saying you have it.

Page 6: References

- Your first referee must be your present employer or if you are not employed at present, your last employer. Please note that we will only take up references if you are invited to interview and we may also contact your past employers where it seems necessary.

Finally, check that you have answered all the questions, sign and date the application form, making sure that you send the form to us on time. We will not consider any application forms that we receive after the closing date.

Appendix 5 – Candidates Information Pack for use in Organisations

Contents of Information Packs will vary depending upon the vacancy. Providing the right sort of information at an early stage however means that potential applicants will assess themselves against the information provided and judge for themselves whether they should apply for the position. Identifying key selection criteria, highlighting the screening process and the organisation's vigilance in ensuring children and vulnerable adults are safeguarded, will attract good applicants and may act as a deterrent to those seeking opportunities to access and abuse children.

An Information Pack for Applicants will ideally include:

- An Application Form and Explanatory notes
- Job Description
- Person Specification
- Details of Pay and Conditions related to the post (included in Job Description)
- A Child Protection Policy Statement (included in Job Description)
- Signposts Information Pack
- Details of interview arrangements including the structure and format of the interview (in the interview letter)
- Information pertaining to the requirements of the Asylum and Immigration Act 1996 (see Appendix 5a)

Other information which may be included, or which would be sent to shortlisted candidates

- Staffing and Management Structures
- Information about the area
- Copies of specific organisation policies relevant to the post

Applicants should also be advised that:

- the organisation reserves the right to approach current and any previous employer
- employers will be asked about disciplinary offences, including expired offences
- the post is exempt from Rehabilitation of Offenders Act so all convictions must be listed, with dates
- police checks will be made
- providing false information makes them liable to summary dismissal
- failure to declare convictions, cautions or pending police action disqualifies them from employment
- further police checks may be carried out as and when required
- the interview will explore candidate's suitability to work with children, young people and vulnerable adults. This will include an examination of the applicants attitudes, strengths and awareness of the responsibilities related to the post.
- all offers of appointments are made 'subject to references' and police checks
- employment will not commence until HR providers confirm in writing that all checks have been made and cleared
- the successful applicant will be required to adhere to all the organisation's policies. In relation to the organisation's Guidance for Safe Practice or Code of Conduct, they will be required upon taking up post to sign the document confirming their commitment to it.

Appendix 5a – Asylum and Immigration Act 1996

Information for Candidates

You must provide:

- one of the original documents included in List 1

OR

- two of the original documents in the first combination given in List 2

OR

- two of the original documents in the second combination given in List 2

There is no need to produce documents from both List 1 and List 2. If you produce two documents from List 2 they must both be from either the first combination or the second combination. The panel cannot accept documents from different combinations.

LIST 1

- i. A passport showing that the holder is a British citizen, or has a right of abode in the United Kingdom.
- ii. A document showing that the holder is a national of a European Economic Area country (full details given at the end of List 2) or Switzerland. This must be a national passport or national identity card.
- iii. A residence permit issued by the Home Office to a national from a European Economic Area country or Switzerland.
- iv. A passport or other document issued by the Home Office which has an endorsement stating that the holder has a current right of residence in the United Kingdom as the family member of a national from a European Economic Area country or Switzerland who is resident in the United Kingdom.
- v. A passport or other travel document endorsed to show that the holder can stay indefinitely in the United Kingdom, or has no time limit on their stay.
- vi. A passport or other travel document endorsed to show that the holder can stay in the United Kingdom; and that this endorsement allows the holder to do the type of work being offered if they do not have a work permit.
- vii. An Application Registration Card issued by the Home Office to an asylum seeker stating that the holder is permitted to take employment.

LIST 2

First combination: -

- A. A document giving your permanent* National Insurance Number and name. This could be a P45, P60, National Insurance card, or a letter from a Government agency. (*An invalid NI number would include any temporary number beginning with TN or any number ending in a letter E to Z inclusive).

PLUS one of the following documents listed in sections B–H:

- B. A full birth certificate issued in the United Kingdom, which includes the names of the holder's parents;
- C. A birth certificate issued in the Channel Islands, the Isle of Man or Ireland;
- D. A certificate of registration or naturalisation stating that the holder is a British citizen;
- E. A letter issued by the Home Office to the holder which indicates that the person named in it can stay indefinitely in the United Kingdom, or has no time limit on their stay;
- F. An Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the person named in it can stay indefinitely in the United Kingdom, or has no time limit on their stay;

- G. A letter issued by the Home Office to the holder which indicates that the person named in it can stay in the United Kingdom, **and** this allows them to do the type of work being offered;
- H. An Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the person named in it can stay in the United Kingdom, **and** this allows them to do the type of work being offered.

Second combination: -

- A. work permit or other approval to take employment that has been issued by Work Permits

UK.

PLUS one of the following documents listed at B–C:

- B. A passport or other travel document endorsed to show that the holder is able to stay in the United Kingdom and can take the work permit employment in question;
- C. A letter issued by the Home Office to the holder confirming that the person named in it is able to stay in the United Kingdom and can take the work permit employment in question.

Countries that are part of the EU and/or the European Economic Area (EEA):-

Austria	Hungary	Slovak Republic
Belgium	Ireland	Slovenia
Bulgaria	Italy	Spain
Cyprus	Latvia	Sweden
Czech Republic	Lithuania	United Kingdom
Denmark	Luxembourg	*Iceland*
Estonia	Malta	*Liechtenstein*
Finland	Netherlands	*Norway*
France	Poland	**Switzerland**
Germany	Portugal	
Greece	Romania	

*These countries are in the (EEA), but are not members of the European Union.

** Switzerland is not in the EEA, but an international treaty means that from 1 June 2002 Swiss nationals have a similar right to live in the UK as EEA nationals.

List correct as at 31.1.2007

The Government has also introduced a worker registration scheme for nationals from eight of the EU ascension states (“A8” states) joining the EU from 1 May 2004.

Details of the current regulations regarding the Prevention of Illegal Working, including a brief summary of UK immigration regulations and details of the documentation which employers are obliged to obtain from new recruits, can be found in the [Prevention of Illegal Working - 2004 regulations](#) document.

Appendix 6 - Scrutinising and Shortlisting

The interview panel should assess the applications and shortlist those who are most suitable for interview.

Shortlisting is a systematic process, not an ad-hoc practice and if the key performance criteria have been identified and a standard application form has been received, then the information should be readily available for the interview panel to consider. The main principle of shortlisting is that no matter how many applications are received, all are read, assessed against the person specification and recorded on a shortlisting matrix. (See Appendix 6a – to be adapted on a case by case basis depending on the essential vs. desirable requirements)

The shortlisting process involves an assessment of information provided on the application form against the essential requirements of the role, as outlined in the person specification. Each of the essential criteria must be evidenced through specific examples, which demonstrate that the candidate meets the requirements of the role. **Marking criteria should be set (marks out of 10) for each measurable element of the specification and thresholds or criteria should be agreed before shortlisting by the panel identifying what would be the minimum evidence required and what might enhance the marks given.**

Applications made on a CV alone should not be accepted. If an individual submits only a CV, then this should be disregarded during the shortlisting process. The applicant would then fail to meet the criteria for selection for interview.

Essential criteria are the minimum requirements required to perform the role. If a candidate does not meet the essential criteria, then s/he should not be shortlisted. If an unmanageable number of candidates meet the essential criteria, then the desirable criteria can be used as a further indicator of suitability.

Shortlisting decisions must be based on an objective assessment of evidence provided by the applicant and contained **within** the application form. The content of the application form is measured against the essential requirements listed on the person specification and not on assumptions or knowledge held by a panel member about the applicant. This can easily occur if

1. the applicant is an internal candidate or is/has performed the role on a temporary basis, or is known to a member of the shortlisting panel;
2. panel members themselves are discriminatory in relation for example, to the applicant's gender, ethnic origin, disability, sexual orientation, age or religious beliefs;
3. a view is held about the applicant's home life which may affect the job e.g. "she will get married, have children and leave", "she will never work late as she has to look after her children", "his wife is disabled, he'll always be looking after her".

Shortlisting procedure

Panel members should shortlist individually in the first instance. Each individual member of the panel should review the application forms without reference to other panel members. The panel should then convene to discuss and agree their findings, and draw up the final shortlist. All members of the shortlisting panel must have equal status and contribute to the process accordingly.

Panel members should not shortlist internal candidates, or those already performing the role on a temporary basis, simply because they feel they ought to give them a chance.

There is no prescription about the number of candidates that should be shortlisted; this decision should be based on the assessment of candidates against the essential requirements of the person specification. Where this number is low, a judgement will need to be taken on whether it is viable to continue with the selection process. However, if only one candidate meets the essential criteria, then it is perfectly acceptable to shortlist and interview only this candidate.

In the situation where a large number of candidates meet the essential criteria, an attempt to reduce this further by using desirable criteria may be used. The panel should not use additional criteria that do not appear on the person specification as essential or desirable criteria, to reduce the number of shortlisted candidates.

Part of this process may also include highlighting any points which the panel would like to raise in interview on a candidate by candidate basis. This could include:

- specific areas of work or expertise the panel would like to ask about
- gaps in employment history
- vague terms used or accomplishments which require clarity
- frequent changes of employment or address

Rather than having anything serious to hide, the candidate may have omitted details of extended travel or jobs felt to be of little relevance to the post s/he is being interviewed for. However, such gaps in the candidate's employment history should be explored in the interests of gaining a complete picture of the candidate's history.

Appendix 6a – Shortlisting Matrix

Post: _____

Panel: _____

Date: _____

Candidate No	<u>Essential Criteria</u>								<u>Desirable</u>				Shortlisted
	1	2	3	4	5	6	7	8	9	10	11	12	
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													

Completed by _____ Date _____

Appendix 7 - Reference Requests

Purpose of References

The purpose of seeking references is to obtain objective and factual information *to support appointment decisions*. References should not be used as part of the shortlisting process. If conducted properly, the process of seeking references can provide important information about a candidate.

References should always be sought and obtained directly from the referee. References or testimonials provided by the candidate or those which are addressed 'To whom it may concern' should not be accepted as their authenticity cannot be verified. Such references may not be reliable or they may be the result of a compromise agreement and would therefore be unlikely to include any adverse comments.

References direct from employers also have their limitations perhaps because:

- employers are sometimes hesitant to provide an unfavourable reference for a former employee
- glowing references can sometimes be provided by employers as a way to get rid of an unwanted staff member
- applicants usually select people who will give them a glowing reference
- referees are sometimes friends
- a reference is sometimes negotiated as part of a compromise agreement

Nevertheless, despite these limitations, references must be sought on all candidates and with a systematic and structured approach can positively contribute to a vigorous and transparent selection process.

Requesting References

It is recognised that it is common practice in the private sector for references only to be requested following a conditional offer of appointment being made. However, DfES guidance states that ideally references should be sought on all short listed candidates, including internal ones, and be obtained before interview, so that any issues of concern they raise can be explored further with the referee, and taken up with the candidate at interview.

References must always be sought for both internal and external candidates and offers of employment always made subject to receipt of satisfactory references, where these have not been obtained prior to interview. However, this should occur only in exceptional circumstances where for example, because of delay on the part of the referee, or because a candidate has requested that their current employer is not contacted prior to interview. It is up to the chair of the interview panel, advised by HR providers, as to whether to respect this request. It should be acknowledged that there sometimes may be personal difficulties between individuals and their employers which may explain why an applicant may not want a past employer to be contacted. There should be an opportunity for candidates to explain these circumstances at interview and an expectation by the interview panel that they will do so.

In any case, where a reference has not been obtained on the preferred candidate before interview, the prospective employer must ensure that a reference is sought, received and scrutinised, and any concerns are resolved satisfactorily, before the person's appointment is confirmed.

Where all references have not been received prior to the interview, care should be taken to ensure that candidates are not disadvantaged. Should a recruitment complaint be received, it would not be possible to justify making an appointment purely because two satisfactory references had been received on one candidate but not the other.

Request for reference letters should be sent out at the same time as the invitation to interview letters and should include a copy of the relevant Job Description, Person Specification and a prepaid envelope for the response. It is wise not to solely rely upon check boxes as references are intended to elicit information from the referee and therefore the request should include a list of specific open questions such as those provided in Appendix 10a.

It is normal practice that one of the references is the applicant's current or most recent employer.

There are circumstances when this is not always applicable, for example:-

- If the candidate has not previously been employed, a reference would normally be requested from their last educational establishment.
- If the candidate has recently been unemployed or self-employed, then consideration should be given to asking for another suitable referee with knowledge of the candidate such as a doctor, solicitor, police officer or other professional.
- If it is not possible to obtain a reference from any of the above, the panel will consider asking for another suitable reference

Normally two references should be sufficient, providing one is the current or most recent employer.

However, if the candidate is not currently working with children or vulnerable adults, but has done so in the past, an additional reference should be sought from the employer by whom the candidate was most recently employed to work with children and vulnerable adults.

Relatives and friends should be precluded from providing references as they are unlikely to be objective and there is no way of verifying the accuracy of the information they have provided.

Applicants should always being reminded that the prospective employer reserves the right to make contact with any of the employers listed on the application form.

Obligation to Provide References

There is no legal obligation to provide a reference or testimonials for current or former employees unless the employees have a contractual right to this or where it is normal practice in the sector, for example, the Financial Services sector, where an employee could not expect to enter into that type of establishment without one.

However, it is rare for an employer to refuse as it is established practice to provide a reference and a refusal could result in adverse consequences for the employee.

In the event that a referee does refuse to provide a reference, find out why and seek an alternative referee.

Under the Data Protection Act 1998 it is no longer possible to guarantee that a reference will remain confidential. The author of a reference may stipulate that it is confidential, and need not show it to the employee. However, employees can ask their new employer for a copy of the reference which may be disclosable if it is proper to do so, having balanced the rights of the author, any other person mentioned in the reference and the employee.

Evaluating References

Evaluating references is not a simple task as referees may make certain assumptions and/or have prejudices of their own. It is often difficult to distinguish fact from opinion or to judge whether the referee is fully aware of the job content. Similarly there may be well meaning referees who are anxious to promote their candidate, non-committal referees who don't provide sufficient response or ill-motivated referees who are keen to move unsatisfactory work colleagues elsewhere.

It is, therefore, important to evaluate the information with care.

An example Reference Request letter and pro forma are included as part of this toolkit, and should help to ensure that objective verifiable information and not subjective opinion are provided.

A copy of the job description and person specification for the post for which the person is applying should be included with all requests.

On receipt, references should be checked to ensure that all specific questions have been answered satisfactorily. If all questions have not been answered or the reference is vague or unspecific, the referee should be telephoned and asked to provide written answers or amplification as appropriate. This makes it easier to clarify and/or expand upon certain aspect of the reference where necessary.

The information given should also be compared with the application form to ensure that the information provided about the candidate and his/her previous employment by the referee is consistent with the information provided by the applicant on the form. Any discrepancy in the information should be taken up with the applicant.

References should be treated as confidential. Difficulties arise, however, where a reference raises a serious concern about the preferred candidate's suitability for the post. The referee's consent to the disclosure of the contents of the reference should be obtained prior to discussing the concerns directly with the candidate. As a result of receipt of an adverse reference, the panel may:-

- Seek clarification on the area of concern with the candidate during the interview. If this proves satisfactory, the panel may appoint.
- Refuse the appointment on the grounds of an unsatisfactory reference. Where this is the case the panel must ensure that the decision is fair and reasonable and based on justifiable grounds.
- Where the reference is unclear or hints at problems, it is advisable to telephone the referee in order to clarify the information. Notes of the conversation must be documented, dated, signed and placed on file.

Providing a Reference

An employer has a duty of care to exercise reasonable skill and care in the preparation of a reference. If this is not done adequately, the employee could bring a claim under one of the following:-

- Negligence – where reasonable care is not taken. An employer may be found to be liable if loss results from the employer’s failure to exercise reasonable care in the preparation of a reference
- Defamation – where a reference contains a false or unsubstantiated statement that damages the reputation of a former employee. The employee may be able to claim damages
- Deceit – where a false statement is knowingly made.

The employer may be able to defend inaccuracies only where it can be shown it was given in good faith. Likewise, a disclaimer of responsibility could be included:-

“Whilst pleased to provide this reference, it is given on the understanding that this is done without legal responsibility, and with the exclusion of legal liability on the part of and in respect of the organisation providing the reference and the author of it and without legal liability to the subject of it and the recipient of it”.

However attractive this disclaimer may appear, it would be unlikely to protect where the supplier of the reference fails to comply with the duty of care, maliciously defames or intends to deceive, however, it can be used to assist in preventing the success of claims.

It should be noted that the author of a reference also owes a duty of care to the recipient of the reference if the reference was carelessly favourable or contained omissions.

Care should be taken to ensure that references are:

- Provided only by those members of staff in organisation who are authorised to do so – often this will be the Chief Executive
- Honest and the facts are correct. Even if the discrete components are factually correct care should be taken to ensure that the reference does not give a misleading overall impression of the employee.
- Carefully considered. Be cautious about giving subjective opinion about an individual’s performance, conduct or suitability which cannot be substantiated with factual evidence
- Written for a specific job vacancy. They should not be written as an “open reference”, to be used on an ad-hoc basis.
- Provided on headed notepaper on behalf of the organisation in response to specific requests from the prospective employer

Open references are often sought at times of dismissal, redundancy, conduct or capability. Managers sometimes provide these references with the best of intentions, in the hope that the employee will secure alternative employment

It is recommended that this type of reference only be provided where agreement has been reached between employer, employee, TU representative and HR, for an agreed reference to be produced as part of a compromise agreement.

However, ‘compromise agreements’ by which an individual agrees to resign and the organisation or college agree not to pursue disciplinary action should never be used in situations which follow an allegation of illegal or inappropriate behaviour against a child.

Withdrawing a Conditional Offer

As long as it is made clear to a prospective employee that an employment offer is conditional, the offer can be withdrawn if a condition is not satisfied.

A contract of employment is only made where there has been an unconditional offer and an unconditional acceptance, supported by the intention to create a legal relationship.

Appendix 7a - Template Request for Reference – General

TO BE SENT ON THE SIGNPOSTS LETTERHEAD

DATE

Dear NAME OF REFEREE

Request for Reference – JOB TITLE

Name: CANDIDATES NAME

Address: CANDIDATES ADDRESS

The above named has applied for a position with us and has given your name as a referee.

I am enclosing details of the job description and person specification, together with the reference request form, which I would be grateful if you could complete and return in the pre-paid envelope.

Please be assured that all information will be treated confidentially in line with the Data Protection Act 1998.

Your attention is drawn to the fact that this post is exempt under the provisions of the Rehabilitation of Offenders Act 1974 (Exemptions) 1975. It is not therefore in any way contrary to the Act to reveal information you may have concerning convictions relevant to the applicant's suitability for this post. Any information of this nature supplied will only be used in consideration of the suitability of this applicant for this post.

It would be appreciated if you could respond to this request without delay as interviews are being held on **INTERVIEW DATE**.

Your co-operation in this matter will be very much appreciated.

Yours sincerely

Pamela Beswick
Chief Executive

Enc:
Job Description
Person Specification
Reference Request Form
Stamped and Addressed Envelope

ADDRESS OF REFEREE

**Appendix 7b - Template Request for Reference – Employer
ON THE SIGNPOSTS LETTERHEAD – APPROPRIATE SPACING TO BE CHECKED**

Employer’s Reference Request Form

**(Please note references provided from the Signposts team,
family members or friends cannot be accepted)**

STRICTLY PRIVATE & CONFIDENTIAL

Candidate Name: CANDIDATE NAME

Thank you for providing this reference to Signposts Multi Agency Resource Centre Limited.

Please answer all questions, ensuring that the reference is accurate, and does not contain any material misstatement or omission

Please note: Failure to provide accurate information may result in an unsuitable candidate being appointed to this post and/or loss of continuous service benefits

How long have you known the candidate?

In what capacity?

Dates employed from..... to.....

Candidate’s current/previous post title.....

Candidate’s current/final salary.....

Insert below qualities asked for on the person specification, for example:	Excellent	Good	Average	Below Average* (please comment below)	Not Applicable
Timekeeping					
Team Work					
Working Unsupervised					
Ability to prioritise workload					
Ability to meet deadlines					
Communication skills					
Customer service					
Budget responsibility					
Disciplinary record					
Absence Record					

Please comment

During the course of their employment with you, did you ever have any reason to doubt

their honesty, integrity or trustworthiness? (please indicate)

Yes / No

If YES, please provide details of your reason. This may or may not be applicable to this post:(please use another sheet if necessary)

Please give details of dates of periods of absence and reasons given over the **last three years**

Date from	Date to	Reason for Absence

Please provide details of any disciplinary procedures that the candidate has been subject to in which the disciplinary sanction is current?

Please provide details of any disciplinary procedures that the candidate has been subject to involving issues related to the safety and welfare of children, young people or vulnerable adults, including any in which the disciplinary sanction has expired. This is in line with DfES guidance reference

Please provide details of any allegations or concerns that have been raised about the candidate that relate to the safety and welfare or behaviour towards children, young people or vulnerable adults, and the outcome of those concerns e.g. whether the allegation or concern was investigated, the conclusion reached, and how the matter was resolved

Why did the candidate leave your employment?

Would you re-employ this candidate? (please indicate)

Yes / No

If NO, please provide details of your reason. This may or may not be applicable to this post:(please use another sheet if necessary)

Do you consider that the candidate has the ability and is suitable to undertake the job for which s/he has applied? (please indicate)

Yes / No

Please provide further details below (please use another sheet if necessary)

Are you satisfied that this candidate is suitable to work with vulnerable people? (please indicate)

Yes / No

Please provide further details in the box below

Do you approve / authorise the candidate to see this reference should they request Subject Access under the Data Protection Act 1998. (please indicate)

Yes / No

Please note: It may be necessary to discuss relevant factual content of this reference with the applicant or to contact you again for clarification on any information you have provided in this reference. It may also be necessary to disclose the reference if a Subject Access request is made under the Data Protection Act 1998

Employers Stamp (or attach letterhead if no stamp is available)

Signature.....

Name.....

Organisation.....

Position.....

Contact Number.....

Date.....

**Appendix 7c - Template Request for Reference –Character
ON THE SIGNPOSTS LETTERHEAD – APPROPRIATE SPACING TO BE CHECKED
Character Reference Request Form
(Please note references provided from the Signposts team,
family members or friends cannot be accepted)**

STRICTLY PRIVATE & CONFIDENTIAL

Candidate Name : CANDIDATE NAME

Thank you for providing this reference to Signposts Multi Agency Resource Centre Limited.

Please answer all questions truthfully, ensuring that the reference is accurate, and does not contain any material misstatement or omission

Please note: Failure to provide accurate information may result in an unsuitable candidate being appointed to this post.

How long have you known the candidate?

In what capacity?

Do you consider that the candidate has the ability and is suitable to undertake the job in question? (please indicate)

Yes / No

Please provide details

Are you aware of any allegations or concerns that have been raised about the candidate that relate to the safety and welfare or behaviour towards children, young people or vulnerable adults? (please indicate)

Yes / No

If YES, please provide any details you are aware of, including, if possible, details of any action that was taken with regard to these allegations/concerns

Are you satisfied that this candidate is suitable to work with vulnerable people? (please indicate)

Yes / No

If NO, please provide specific details of your reasons/concerns as to why you believe this candidate is not suitable.

Please provide below any further information on this candidate's suitability and capability for the post for which they have applied.

Do you authorise the candidate to see this reference should they request Subject Access under the Data Protection Act 1998. (please indicate)

Yes / No

Please note: It may be necessary to discuss relevant factual content of this reference with the applicant or to contact you again for clarification on any information you have provided in this reference. . It may also be necessary to disclose the reference if a Subject Access request is made under the Data Protection Act 1998

Signature.....

Print Name.....

Relationship to candidate.....

Date.....

Appendix 8 - Invitation to Interview

ON THE SIGNPOSTS LETTERHEAD – APPROPRIATE SPACING TO BE CHECKED

DATE

Dear CANDIDATES NAME

Invitation to Interview – JOB TITLE

Thank you for your application for the post of JOB TITLE at Signposts Multi Agency Resource Centre Limited.

We are pleased to invite you for interview on:

Date: COMPLETE HERE

Time of interview: COMPLETE HERE

Details of assessment, test or presentation to be undertaken as part of the interview: (Eg Title of presentation, typing test, etc.) COMPLETE HERE

Members of selection panel (minimum of 2 who have the authority to appoint):
INSERT NAMES AND DESIGNATION

Location: COMPLETE HERE (a map is enclosed showing the venue)

Please report to: ENTER WHO TO REPORT TO OR WHERE E.G. RECEPTION

The interview will last for approximately LENGTH OF TIME.

The person specification, a copy of which is enclosed, will advise you of those areas that will be assessed during the interview. In addition to this, we will also be exploring your suitability to work with children and vulnerable adults and the interview will include questions relating to safeguarding and promoting welfare.

Criminal Records Bureau (CRB) Disclosure

This post is exempt from the Rehabilitation of Offenders Act 1974. If you are successful, a Criminal Records Bureau Disclosure will be sought on you. In order to enable such a check to be made, please complete the enclosed CRB disclosure Application Form using the enclosed guide to completing the form. It is important that you follow this guidance as incorrect or incomplete forms will be returned to candidates subsequently causing a delay in the recruitment process. Any offer of employment will be subject to a satisfactory CRB clearance.

The completed form should be brought with you to the interview, together with the original documents outlined in the guide; photocopies are unacceptable. If you are successful at interview the Disclosure Application Form will be forwarded to the Criminal Records Bureau for processing. If you are unsuccessful, the form will be confidentially destroyed.

Qualifications

You should also bring with you documents confirming any educational and professional qualifications that are necessary or relevant to this post e.g. your original certificates or a certified copy of a certificate or a letter of confirmation from the awarding body. For specific posts it may be necessary for you to also produce evidence of your registration (for example Social Worker with the GSCC).

References

These have been requested from you named referees. They have been asked to return them prior to interview, so they will be available for discussion at that time. The organisation reserves the right to seek any further references deemed appropriate.

Asylum and Immigration Act 1996

With effect from 1st May 2004, Section 8 of the Asylum and Immigration Act 1996 requires all employers in the United Kingdom to make basic document checks on every person they intend to employ. You will need to provide to the interview panel, original documents confirming your eligibility to work in the United Kingdom as detailed in the enclosed document.

Confirmation of Identity

Please bring with you documentary evidence which will confirm your identity and satisfy CRB requirements i.e. either a current driving licence or passport including a photograph, or a full birth certificate, plus a document such as a utility bill or financial statement that shows your current name and address. If appropriate, you should also bring change of name documentation.

Travelling Expenses

Signposts will pay reasonable expenses for your journey to interview – a claim form is enclosed which can be submitted at interview or after by post to Signposts, 58 Regent Road, Morecambe, LA3 1TE.

Should you have any problems with the completion of any of the enclosed forms or requested documents please do not hesitate to contact INSERT NAME and DESIGNATION for advice on telephone number.

If you are unable to attend the interview please contact me on the above number otherwise we look forward to meeting you on the day.

If you have any access requirements we need to be aware of, or require the use of any equipment as part of the ASSESSMENT/TEST/PRESENTATION (please delete) then please contact NAME OF CONTACT AND CONTACT DETAILS.

Yours sincerely

Pamela Beswick
Chief Executive

Encls:

Map

Travel Expense Claim Form

CRB Disclosure Application Form

An applicant's guide to completing the Disclosure application form

Asylum and Immigration Act 1996 – documents lists

Appendix 9 - Interview Panels

The interview is an important selection technique. The main aim of the interview is to determine the candidate's suitability for the post. However the interview is also used to give prospective employees a picture of the organisation and the job, and maintain and improve the image of the organisation as an employer of choice.

All interviews should be conducted by a panel of interviewers. Although it is possible for interviews to be conducted by a single person, it is not recommended. Panel interviews reduce the risk of personal biases and provide a variety of differing opinions and experiences, thus ensuring that decisions are based on more than one person's assessment.

Every effort should be made to keep the interview panel as small in number as possible, and at least one panel member should have completed the Children's Workforce Development Council (CWDC) Recruitment and Selection online training programme – available at www.cwdcouncil.org.uk/safeguarding/safer-recruitment free of charge.

Ideally a member of the Signposts Board should also be involved.

Members of the interview panel should:

- have the necessary authority to make decisions about appointment;
- be appropriately trained
- have met before the interview to agree what standards they are looking for at interview, who will ask what and what assessment criteria they will use in accordance with person specification

The interview should be an exchange of information which will help you to assess the candidate against the agreed objective criteria laid down in the person specification, and will also explore the candidate's suitability to work with children and vulnerable adults. The interview is not just a test for candidates. It is also a test of a panel member's ability to **listen, probe, assess and be objective and fair.**

It is important to ensure that the interviews are carried out in a systematic and structured way in order to minimise the extent to which personal bias affects recruitment decisions.

Panel members should have already agreed a set of interview questions, and therefore know which areas of the person specification they wish to explore at interview. They may also wish to explore more in-depth information on other aspects of the application form.

The Chair has an important role on the panel, which includes:-

- Making necessary introductions to the candidates at interview and explaining the format of the interview process.
- Ensuring that the candidate feels sufficiently at ease to be able to communicate effectively during the course of the interview.
- Ensuring that the interview panel has probed the candidate sufficiently well to enable a valid suitability assessment to be made regarding the candidate's ability to do the job.
- Concluding the interview and inform the candidate what the subsequent stages of the process are.

The panel should meet prior to the interview to have planned and agreed which questions will be asked, and which panel member will ask which questions. At this stage panel

members should have a clear idea as to the key points which they expect to be covered in response to the specific question. Template question form appendix 10a.

All candidates should be asked the same core questions. If the candidate has, in answer to a previous question, appeared to answer a subsequent question, that question should still be asked and the candidate given the opportunity of addressing the question directly, or supplementing the information already given. Supplementary questions may be asked by any panel member, but should only be used as clarification and elaboration of a candidate's answers i.e. probing for further information and clarity in order to evidence specific information to satisfy the original question. Be careful that the supplementary questions do not disrupt the flow of the interview and that the Chair of the panel controls such questions

The candidate's attitude to children, young people and vulnerable adults can be assessed through conversation and careful questioning. A selection of questions which can be used to explore these attitudes is included in the online training, but can only be accessed by those registered. It is highly recommended that the full list of questions be viewed by all members of the panel prior to questions being agreed. Further guidance about setting interview questions is included in Appendix 11a.

It is important that all interviewers keep notes to ensure that a properly reasoned assessment can be made as to whether a candidate meets the requirements of the person specification and whether they are suitable to work with children. It also enables a fair comparison to be made between candidates at the end of the interview process.

Remember, any paperwork used to record assessment and selection decisions may be used in candidate feedback, in the event of a recruitment complaint, or in the event of any legal action taken by an unsuccessful applicant and will, therefore, need to be retained for a minimum period of 12 months. The template below may be of value for panel members to make notes (Appendix 10a).

These should be collected by the chair and retained pending any subsequent queries to the panel.

The panel should also complete a post interview report form once a decision to offer the post is made. (see Appendix 10b)

Red Flags and Warning Signs in Interviews

Experts agree that it is difficult, if not impossible, to identify an abuser in the selection process. There are no conclusive sex offender profiles and no distinguishing physical characteristics. It is highly unlikely that someone with a history of offences against children would admit to these crimes. It is more likely that the sex offender will be watchful, studious and extremely careful not to exhibit any overt signals. Warning signs can be as subtle as the individual who talks of being a friend to all the local children, the one who takes them out and has an exceptional rapport with them, or the individual may offer an overly smooth presentation, or be exceptionally keen to please. There may be strange or inappropriate comments about children or signs of evasion or dishonesty. However, there may be none of these signs and indeed the individual may simulate the very person the panel had in mind for the job.

It is vital that interview panels keep an open mind and do not stereotype child abusers. Even though it is a complex area, do not stop looking for signs. When working with

children, young people and vulnerable adults, all adults should be alert to the possibility that the behaviour of some adults, albeit a minority, may pose a risk.

Individuals unsuited to working with children may show one or more characteristics that can be viewed as possible danger signs. These are included in the on line training but can only be accessed by those registered. It is recommended that this list of characteristics be viewed by a member of the panel, and shared with other panel members prior to the interview taking place.

Appendix 9a - Interview Notes

Post Title:
Date:
Candidate's Name:

Criteria – Skills	Notes	Score
<i>Insert here questions being asked in order to assess the candidate against the required skills stated on the person specification</i>		
Criteria- Knowledge <i>Insert here questions being asked in order to assess the candidate against the required knowledge stated on the person specification</i>		
Criteria- Experience <i>Insert here questions being asked in order to assess the candidate against the required experience stated on the person specification</i>		
Criteria- Qualifications <i>Insert here required qualifications stated on the person specification</i>		
Special Requirements & Environmental Factors <i>Insert here any further requirements stated on the person specification</i>		

Able to comply / Not able to comply (please delete)

Completed By:

Date:

Appendix 9b - Post Interview Report Form
Signposts MARC Limited
58 Regent Road, Morecambe, LA3 1TE

Post Interview Report Form
(To be completed by the Chair of the Panel)

Post Details

Job Title :

Panel Details

Assessment Dates

Panel:

Name	Job Title

Assessment Methods

Panel Interview

References

Others (please list)

Details of Successful Candidate

Name

Reasons why selected

Score

Have all the essential requirements on the specification been met? YES / NO

If no, refer to Human Resources for advice

Notice required

Commencing Salary

Appointment checklist issued

Reasons for not appointing other candidates

No	Name	Comments	Score

List Candidates who did not attend interview here

If no appointment was made describe the action to be taken

Completed By
Name
Date
Job Title

Appendix 10 - Scope and Content of Interviews

Format of the interview

In order to ensure consistency and fairness throughout the process, the format of the interview should be the same for each candidate. This ensures that candidates are questioned in a similar way and that all candidates are given the same information about the job. However, you may also wish to probe candidates on aspects of their application form.

Introduction to the interview

The introduction to the interview will vary depending upon the role being advertised. However the basic introduction should cover an introduction to the panel members, an explanation of the format of the interview, and an explanation of the reason why notes are taken during the interview.

Suggested structure for Interview

- Chair of the panel welcomes candidate into the interview room and thanks them for attending.
- Chair of the panel to introduce him/herself and members of the interview panel
- The Chair of the panel should explain the format and structure of the interview process. It is helpful for a script for the introduction to be prepared in advance so, for example, candidates are advised:
 - about the approximate length of time allowed for the interview
 - that candidate will be asked a series of questions by the panel
 - that the interview questions will require the candidate to demonstrate their answer with some specific examples of their experience in order for the panel to gain as much objective evidence as possible. The candidate will be given time to answer.
 - that if the candidate is unsure of the question or is confused, they can ask for clarity or assistance
 - they will be given an opportunity to ask any questions towards the end of the interview
 - they will be required to produce any relevant evidence of qualifications / identity / registration, etc at the end of the interview
 - about the assessment procedure
 - when a decision is likely to be made, and how it will be communicated to them
- Presentation, if requested
- Questions to Candidate
- Opportunity for Candidate to ask questions of the Panel
- Chair checks relevant documents to evidence qualifications, identity, GTC registration etc.
- The Chair should also check that the candidate understands the requirement for a CRB check and the kind of information that will be disclosed. The candidate should be asked if they wish to declare anything in light of the requirement for a CRB check
- Chair closes the interview and thanks the candidate for their time and interest in the post and confirms when candidate may expect to be informed of the outcome.

In addition to assessing and evaluating the applicant's suitability for the particular post, the interview panel should also explore:

- the candidate's attitude toward children, young people and vulnerable adults;
- his or her ability to support the organisation or college's agenda for safeguarding;
- gaps in the candidate's employment history; and

- concerns or discrepancies arising from the information provided by the candidate and/or the referee.

The panel should also ask the candidate if they wish to declare anything in light of the requirement for a CRB Disclosure

Appendix 10a - Preparing Interview Questions

Use open questions. Open questions encourage candidates to elaborate and give more information. Closed question only invite a Yes/No answer which will provide limited information and should be used only to confirm basic facts.

The framing of a question is important. Open questions are pre-fixed by words such as what, when, where, why, how, tell me, explain etc. For instance, "Do you think organisation trips are valuable?" may bring a simple 'yes' or 'no' in reply. The same question rephrased, "What do you consider to be the value of organisation trips?" will be more likely to elicit a considered reply.

Avoid leading questions which reveal the desired answer, **for** example: Would you describe yourself as a patient person? Do you see yourself as well organised? Can you handle stress?

All interview questions should relate to the key selection criteria which have been developed from the job descriptions. Develop questions that connect the vacant position to past experiences. Give them situations to solve using examples of past behaviour. Ask how they approached specific tasks, how they overcame any deficiency in the past or dealt with specific situations.

Ask questions about the candidate's aspirations and motivations. Knowing why candidates are interested in the position can provide insight and understanding of the person and how much research they have done about the work involved in the post.

Know the law, taking care that questions do not breach Equal Opportunity legislation and do not discriminate. There is no reason to know someone's age, marital status or sexual preference to determine if they can perform the job and whether they may be of harm to children or vulnerable adults.

Always probe incomplete answers. Probing questions are the most effective way to get complete answers. Use them where there is a discrepancy between what is said and behaviour, evasion, contradiction and a discrepancy between two answers.

Agreeing Questions

Care should be taken when agreeing questions. Below are some examples of how a poorly phrased question can be reworded to elicit a more informative reply.:

Not 'What do you think about your visit to the Organisation?'

But You have looked round the organisation this morning. Would you like to comment on what you have seen?

Not How important do you think axe is?

But How do you decide what emphasis to give to different aspects of axe.

Not Do you think you have the skills and experience the job demands?

But What do you believe are the important tasks facing the successful candidate for this job?

Not How important is parental contact?

But In what ways have you worked with parents in your previous posts?

Not What would you do if you had an irate parent appear in organisation?

But Give me an example of a difficult situation you have handled.

Not What is your attitude to your work?

But Can you give us some instances of the disappointments and satisfactions you have had in your work in the last year or so?

Not We have a code of conduct for all our staff. Would you have any problems working to it?

But We have a code of conduct for all our staff. How do you think this could affect your work?

Not Why do you think organisations have child protection policies?

But Part of our role in education, is to safeguard and promote the interests of children or vulnerable adults, what would your role be in this area? What support would you expect?

Other examples:

Introductory Question

- Tell us about yourself and what attracts you to this position?

General Question

- What do you think are the professional challenges facing organisation staff/ teachers/etc today, especially in a culture, which is seeing so many changes?

Motivation:

- Tell us about how you think your own childhood may have influenced your practice with young people?
- What motivates you to work with children, young people and vulnerable adults?
- Tell us about your interests outside work?

Ability to form and maintain professional relationships and personal boundaries

- Can you give us an example of where you have had to deal with bullying behaviour between child or young persons? What did you do? What could you have done differently?
- Have you come across sexually abusive behaviour between young people? What behaviours would worry you and why?
- What are your views about media coverage which suggests that children, young people and vulnerable adults make up allegations of abuse by teachers?

Attitudes to the care and control of children, young people and vulnerable adults

- When do think it is appropriate to physically intervene in situations involving children, young people and vulnerable adults?
- What are your responsibilities in such situations?

Emotional resilience to challenging behaviour and young people

- Give an example of when you have had to respond to challenging behaviour, how did it affect you emotionally? What are your coping mechanisms?

Safe Environments

- What do you think constitutes a safe and caring environment?
- What kind of policies should a organisation/college have to support a safe environment?

- What do you think are your responsibilities in protecting children and vulnerable adults?

Supplementary questions

Asking an open-ended question allows the candidate to provide a general overview of a particular issue. It is then necessary to supplement with more probing follow-up questions. This technique is known as 'funnelling' and serves to provide specific details which the interviewers need to know. e.g.

- What made the class/parent difficult?
- How did you resolve this situation?
- Would you do anything differently if faced with this situation again?

Appendix 11 – Appointment Procedures

Process for Recruitment **External Candidates – Advertised Post**

Application forms, job descriptions and person specifications accessible through the Signposts website www.signposts.org.uk.

1. Prepare application Packs for the post, ready to send when requested
2. Application forms received centrally and kept in a file ready for short listing – file kept in the front of the personnel drawer.
3. On closing date for applications, forms received should have the front sheet taken off ready for short listing by project leads
4. Interview date set and interview letters to be sent to shortlisted candidates.
Enc. CRB Form, CRB Guidelines and Travel expenses form.
5. Send out x2 reference requests to each candidate shortlisted, immediately after short listing.
Enc. Reference letter, reference form, person specification, job description and SAE.
6. As references are received keep centrally in file with the application form.
7. At interview check candidate's CRB evidence and keep with application form
8. After interview send letters out to unsuccessful candidates
9. Follow up references for successful candidate
10. Once BOTH references have been received and confirmed by SMT, appointment letter to be sent out (signed by CEO or DCEO) with appropriate pay scale, start date, and line manager.
Enc. Bank details form, p46, line management chart diagram, contract of employment and staff handbook, Health and Safety Handbook to be issued.
11. Worker invited to first available induction session and added to team database and allocated in personnel filing.

Process for Recruitment **Sessional Candidates**

Full Application forms, job descriptions and person specifications accessible through the Signposts website www.signposts.org.uk.

1. Application form received and scanned to CEO for allocation.
2. CEO and Project lead to review application.
3. Interview date set by project lead – inform admin to start recruitment process.
4. Interview letter sent out.
Enc. CRB form, CRB guidelines and travel expenses form.
5. Two references requested.
Enc. reference letter, reference form, person specification, job description and SAE.
6. If interview is successful references to be followed up if not already received. On receipt of references scan to CEO and project lead.
7. Once BOTH references have been received and confirmed satisfactory by SMT, appointment letter to be sent out (signed by CEO or DCEO) with appropriate pay scale, start date and line manager.
Enc. Bank details form, p46, line management chart diagram, contract of employment and staff handbook. Health and Safety Handbook to be issued.
8. Worker invited to first available induction session and added to team database and allocated in personnel filing.

Process for Recruitment
Volunteer to paid staff (Sessional)

Application forms, job descriptions and person specifications accessible through the Signposts website www.signposts.org.uk.

1. Application form received and scanned to CEO for allocation.
2. CEO and Project lead to review application.
3. **1 professional reference to be requested for the area of work**
4. If application is successful appointment letter to be sent out with bank details form, P46 and line management chart diagram. *(If unsuccessful – unsuccessful application letter sent out and application kept in volunteers personnel file)*
5. Worker allocated on team database under appropriate title and filed in personnel filing. Employee handbook issued.

Process for Recruitment
Current Student to paid staff (Sessional)

Application forms, job descriptions and person specifications accessible through the Signposts website www.signposts.org.uk.

1. Application form (EOI form) received centrally and scanned to CEO for allocation.
2. CEO and Project lead to review application.
3. Team CRB letter, form and guidelines to be sent to applicant.
4. **1 professional reference to be requested for the area of work**
5. If application is successful appointment letter to be sent out with bank details form, P46, line management chart diagram, employee handbook and Health and Safety Handbook. *(If unsuccessful – unsuccessful application letter sent out and application kept in students file)*
6. Worker added to team database under allocated title and allocated in personnel filing.

Process for Recruitment of Volunteers

Volunteer application forms and guidelines accessible through the Signposts website www.signposts.org.uk.

1. Volunteer application received centrally and scanned out to CEO for allocation to appropriate project lead for initial interview. Also to admin to update team list.
2. Admin to create file with personnel file cover sheet.
3. Admin to request x2 references for volunteer.
4. Admin to send out CRB form and guidance booklet to volunteer.
5. On receipt of references scan to admin team and project lead
6. Once BOTH references have been received volunteer guidelines sent out with induction date. Start date arranged at induction. *(If not done already CRB evidence to be checked at induction)*
7. Appointment letter to be prepared for signature of CEO or DCEO.
8. Admin to create ID badge (picture taken at induction session).
9. Volunteer information to be put onto Signposts contacts database.
10. Personnel file to be created in filing cabinet and kept up to date with correspondence.

Appendix 12 - Guidance for Safe Working Practice for adults who work with Children, young people and vulnerable adults

This is available through the Cumbria LSCB website www.cumbrialscb.com and is produced by: The National Network of Investigation and Referral Support Co-ordinators established by DFES

Appendix 13 - Commencement and Induction

Induction and Initial Development

Induction is the process by which a new employee learns about their work and the operational, departmental and organisational objectives. It is therefore the basis of establishing effective performance management. Good induction programmes serve to:

- ensure that all new employees receive a systematic and documented induction programme covering the main aspects of their employment;
- assist Managers and Supervisors in providing a systematic induction programme that meets the needs of all new employees;
- assist Managers and Supervisors in meeting their statutory and other duties to provide training;

Probationary Periods

All new entrants to Signposts are subject to a three-month probationary period, which may be extended if it is felt that performance is below the standard expected. For workers above being appointed at or above the SO1 salary scale the probationary period is six months.

If it is felt that performance is unlikely to reach the required standard then employment may be terminated. Advice from HR would be required before action could be taken.

It is the responsibility of the line manager to monitor the performance of all new starters, keeping a diary of due dates to follow up, and providing feedback to new employees during the probationary period.

The results of such monitoring and feedback should be recorded and a copy should be given to the employee at each stage of the monitoring period and a hard copy kept on the employee's personal file.

At the end of the probationary period a letter should be sent to the employee confirming that the probationary period is completed. (Sample letter available from Peninsula)

What is Induction?

Induction is the process by which a new employee learns about their work and the wider organisation in which their work takes place. All employees require support when they start their new employment. The aim of these guidelines is to provide a framework within which the differing needs of all new employees can be met. As such these Induction Guidelines are designed to assist managers and supervisors in enabling new employees to settle in and quickly become effective employees.

Induction training should be delivered in a systematic way and the results documented. The Induction Procedure has been drafted to enable managers and supervisors to meet this objective.

Why do we need induction?

The results of good induction are many; they enable new employees to:

- Quickly contribute to the work of the organisation/service.
- Understand their duties and responsibilities in relation to the mission and core values of the organisation.
- Feel as though they belong and become more committed to the team.
- Identify any development needs at an early stage.

- Develop effective working relationships with new colleagues.

The consequences of poor induction are also many, often resulting in employees who are:

- Unsure of what they should be doing, or how they should be doing it.
- Unsure how their work contributes to the overall aims of the organisation
- Likely to become demotivated, affecting both colleagues and child or young persons and parents.
- More likely to leave- increasing turnover, recruitment and training costs.

Who needs to be included on induction programmes?

Consideration needs to be given to induction whenever an employee takes on new duties or responsibilities. Particular attention needs to be paid to the following.

- Organisation leavers for whom work is often unfamiliar.
- Part Time employees who may find it difficult to remain up to date with events.
- Temporary / Casual workers expected to work directly with child or young persons.
- Newly promoted Managers / Supervisors whom, it is often assumed, require no help.

Who is responsible?

The new employee's line manager is responsible for co-ordinating the Induction process and experienced colleagues would normally be expected to assist in induction. The new employee is also in a position to help identify their own needs and should therefore be involved in discussing their induction with their manager or supervisor. Signposts holds a monthly corporate induction course – on the first Thursday of each month (apart from January).

A more detailed programme can be found in Appendix 14a

Evaluation

The effectiveness of the Induction Process should be monitored with the Induction Checklist, and any probationary monitoring procedure and/or Individual Supervision.

Appendix 13a – Induction Programme

Induction Stage 1 – Prior to appointment

Line Manager (with the support of the admin team) to ensure appropriate resources are available for the new team member including laptop, mobile phone, and that a working base is established including pigeon hole and storage space as appropriate.

Induction Stage 2 – First Week and ongoing

Appointments required with:

- Line Manager – remit of role, induction plan and work programme for first month and beyond, project budget
- CEO Welcome to Signposts – ethos, vision
- DCEO – introduction to Signposts systems – ICT, information governance, home working
- Administrator – introduction to Admin Request systems, uniform, location submission, resource allocation, ID badge, business cards

Induction Stage 3 – Induction Session (first Thursday of month)

Signposts holds an organisational induction on the first Thursday or each month alternating between Morecambe (twice per quarter) and Preston (once per quarter).

This induction evening covers:

1. Group Welcome and introductions
 2. Presentation 1 - Who and where we are?
 - Policies Dos and Don'ts
 - Website (paperwork)
- Break
- Take pictures for ID Badges
 - Signposts T-Shirts
3. Presentation 2 - What we do
 - Different volunteering opportunities @ Signposts
 4. Referrals – Case studies
 5. Monitoring
 6. Supervision
 7. What happens next:?