

PR12 - Recruitment Policy and Procedure

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1. Purpose

1.1 To support Smart Arrow Agency in providing a fair, consistent and effective approach to the recruitment of all employees, in accordance with employment law and best practice.

1.2 To provide a framework for recruitment, onboarding & induction and training within Smart Arrow Agency, this policy should dovetail with those other named policies and procedures.

1.3 To support Smart Arrow Agency in meeting the following Key Lines of Enquiry:

Key Question	Key Line of Enquiry (KLOE)
SAFE	S1: How do systems, processes and practices keep people safe and safeguarded from abuse?
EFFECTIVE	E2: How does the service make sure that staff have the skills, knowledge and experience to deliver effective care and support?
WELL-LED	W2: Does the governance framework ensure that responsibilities are clear and that quality performance, risks and regulatory requirements are understood and managed?

1.4 To meet the legal requirements of the regulated activities that Smart Arrow Agency is registered to provide:

- Immigration and Asylum Act 2016
- The Rehabilitation of Offenders Act 1974
- Employment Rights Act 1996
- Equality Act 2010
- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- The Health and Social Care Act 2008 (Regulated Activities) (Amendment) Regulations 2015
- General Data Protection Regulation 2016

2. Scope

2.1 The following roles may be affected by this policy:

- All staff

2.2 The following people may be affected by this policy:

- Service Users

2.3 The following stakeholders may be affected by this policy:

- Family
- Advocates
- Representatives
- Commissioners
- External health professionals
- Local Authority
- NHS

3. Objectives

3.1 To recruit and retain skilled people by use of safe processes, that enable Smart Arrow Agency to achieve and deliver its aims and values.

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4. Policy

4.1 It is the responsibility of our staff to:

- Comply with this policy and all related Smart Arrow Agency recruitment procedures
- Ensure that all necessary pre-employment checks are carried out including, where applicable, temporary, secondment and agency staff
- Maintain and update knowledge in relation to recruitment and procedures
- Ensure that recruitment is applied fairly to all
- Seek advice if information comes to light at any stage of the process which may impact on the employment offer
- Ensure that any member of staff responsible for the recruitment of others has the appropriate skills, experience and knowledge to undertake this role competently

4.2 The interview stage of the recruitment process at Smart Arrow Agency will assess the applicant against agreed standards and the interview will be documented. Specific attention will be given to avoiding discrimination of any kind. The recruitment framework will be achieved through values-based recruitment, as per the philosophy of care at Smart Arrow Agency.

4.3 Recruitment will be carried out by use of the suite of records for Smart Arrow Agency. These templates are available for HR Managers to access for all elements of the recruitment process to ensure consistency and quality.

4.4 Smart Arrow Agency will have due regard and compliance with data protection legislation in relation to the archiving and retention of candidate application forms and associated documentation.

4.5 Smart Arrow Agency staff responsible for any aspect of recruitment will have an awareness and current knowledge of the impact of the EU settlement scheme on immigration and the workforce. Resources are available within the further reading section of this policy.

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5. Procedure

5.1 Identifying a Vacant Post

When a vacancy arises, The HRM manager should consider the most appropriate way to cover the work. The Manager should review the staffing levels, skill mix and working patterns in their team to identify any potential redeployments.

The job description and person specification should be updated to reflect any additions or alterations of the role. Please refer to the suite of Smart Arrow Agency job descriptions and person specifications which outline the key duties and responsibilities for safeguarding.

A document is available within the forms section to support rationalising the business case for filling a vacancy.

5.2 Advertisement

Alongside the job description and person specification, the advert for the role will be produced.

This should include:

- A statement of Smart Arrow Agency values and its commitment to safe recruitment and working with vulnerable adults
- The job title, salary, hours and location
- The contract type
- The closing date and potential interview dates (if known)
- Contact details for further information and guidance on how to apply
- That the role will be subject to DBS checks
- The role, skills and qualifications necessary

The advert should be placed in the preferred sources as agreed by Smart Arrow Agency and a copy of the vacancy accessible to staff, e.g. staff notice boards.

5.3 Shortlisting

Candidates need to complete an Application Form. CVs will not be accepted.

Shortlisting of received application forms should involve a process of reviewing the application against the person specification which should be carried out by two people. The job specification should be used to ensure a consistent approach is taken.

Whilst shortlisting, staff should check that the Application Form is fully complete and highlight any inconsistencies (such as gaps in employment) that can be addressed during the interview stage.

All candidates who meet the criteria and who have indicated that they have a disability will be automatically shortlisted and reasonable adjustments to the recruitment stages will be implemented to ensure candidates receive a fair process.

5.4 Invitation to Interview

Sufficient notice will be given to the candidate invited to interview.

When arranging the interview, staff must request the candidate brings ID with them, a copy of which will be held on the candidate's personnel file if successful.

For unsuccessful candidates, information will be retained and destroyed in line with the Archiving, Disposal and Storage of Records Policy and Procedure.

A template invitation to interview letter is available within the forms section of this policy.

5.5 The Interview Process

Before the interview day, staff should set time aside for a review of the shortlisted application forms or telephone screens.

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Staff should:

- Check that educational qualifications are appropriate and adequate
- Check work history, note and investigate all periods of no work
- Note any declared requirements for adjustments for disability
- Check the suitability of the supplied references
- Check the applicant's Disclosure status

If any areas for further discussion are identified as above, these should be added to the interview questions.

Upon the interview day, staff should also:

- Check that identity has been clearly satisfied, and recent photographs supplied
- Check that all claimed relevant qualifications are accompanied by documentary evidence

Two people should conduct the interviews, one of whom should be the immediate supervisor or manager of the post being advertised. Interview questions should be agreed and standard for all candidates.

NB: If the interview is carried out by only one person as a result of staff resource issues on the day, the interviewer will be the immediate supervisor or manager of the post advertised and the interview will be preceded by a tour of Smart Arrow Agency accompanied by a member of the staff team on duty. That team member will report their personal impressions of the candidate to the interviewer before the interview and will be consulted about the employment decision.

5.6 Interview Environment

An interview room should be prepared that enables the candidate to feel relaxed, whilst ensuring that interviews will be private and uninterrupted.

Where possible, arrangements should be made for someone to receive candidates at the door, with instructions to deliver them to a waiting area, making them feel welcome.

All members of staff should have been made aware that interviews are taking place, so that candidates are welcomed appropriately and the interviewer is informed of their arrival.

The candidate should be offered refreshments and supported to feel as comfortable as possible.

5.7 During the Interview

At the start of the interview, the interviewer should provide a brief outline of Smart Arrow Agency philosophy and culture as well as gaining assurance of the role being interviewed for.

During the interview, all set questions should be asked, noting answers on the sheets provided.

The candidate should be informed that, if they are successful in their application, the job offer will be subject to the receipt of two satisfactory references, one of which must be from the previous employer and that they cannot start work until those references have been received in writing. They should also be informed that their appointment will be subject to satisfactory information being received from the DBS and that although they can start work before the reply is received, the offer of employment will be conditional on the content of the reply and cannot be confirmed until a satisfactory reply has been received.

On completion of interview questions, the candidate should be provided with the opportunity to ask any questions. The candidate should be thanked for attending and informed of when the decision will be made, and how they will be informed.

Once the candidate has left, the score sheet should be completed.

5.8 Internal Candidate Interviews

In the case of internal candidates, the full procedure detailed above will be carried out, but the completion of forms and interview questions will be adjusted to take account of prior employment with Smart Arrow Agency.

5.9 Post Interview

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Following each interview, all candidates should be reviewed to critically question all reasons for rejection and acceptance, with no discrimination. If the interviewer is unsure of their proposed decision, they MUST consult HR Manager or senior management for further guidance.

It is important that particularly comprehensive notes are made if the person(s) offered the post(s) is not the highest scoring candidate. The crossing out of notes is not permitted, and any alteration must be scored by allowing the original to be legible and signed by the person making the alteration.

For all accepted candidates, they should be contacted offering them the post. Staff should refer to the Induction and Onboarding Policy and Procedure for further guidance.

A rejection or a holding letter must be completed for every unsuccessful candidate, as appropriate.

5.10 Eligibility to Work in the UK & Identity Checks

Staff should refer to the Right To Work Policy and Procedure in place at Smart Arrow Agency for full advice.

Staff should refer to www.ukba.homeoffice.gov.uk for current information and support with all aspects of eligibility to work.

5.11 References and DBS

Staff should refer to the References Policy and Procedure and DBS Policy and Procedure for clear direction and support. Reference template letters can be found in the forms section of this policy.

5.12 Qualifications

Smart Arrow Agency will ensure that where applicable to role, candidates have the necessary qualifications. All applicants are required to provide, at interview, evidence of any qualification that is required for the role. This evidence must then be photocopied and retained within the new employee's personnel record.

Registered body registration checks should be made accordingly when employing professionally registered individuals.

5.13 Managing Conflicts of Interest

Where there is a potential conflict of interest during the recruitment process, such as a candidate having a personal relationship with a member of staff, HR Manager will refer to the Relationships at Work Policy and Procedure.

As a minimum:

- Job applicants will be required to declare on their application any personal/work relationship
- The prospective member of staff will not be interviewed by the person they have a personal relationship with
- The prospective member of staff will not be appointed into a post which results in a line management relationship with someone with whom they have a personal relationship

5.14 Withdrawal of Offers

If, after careful consideration, it is decided to withdraw the conditional offer of employment, the grounds for withdrawal must be very clear, e.g. due to unsatisfactory references or other employment checks and the offer of employment rescinded in writing. This decision must be made in conjunction with HR Manager or other senior management.

5.15 Complaints

Where an applicant, either internal or external, has a complaint about the recruitment process, they should direct their complaint in writing to HR Manager will follow the Complaints Policy and Procedure.

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6. Definitions

6.1 Candidate

- A candidate is a person who has applied for a role
- They may be an existing employee or an external applicant
- The individual is known as a candidate until they commence employment when they become an employee

6.2 Recruiting Manager

- The recruiting manager is the manager of the vacant role who has taken responsibility for recruiting to the role
- They may be the line manager or another senior manager



Key Facts - Professionals

Professionals providing this service should be aware of the following:

- A vacant post allows the opportunity to review staffing within Smart Arrow Agency and ensure the needs of the Service Users are being met
- Job specifications and descriptions are subject to ongoing review and are adapted to meet the changing needs of Smart Arrow Agency
- All candidates are subject to DBS, eligibility to work in England and identification checks
- A standardised approach is taken from application to interview to ensure that a fair and equal recruitment process is followed



Key Facts - People Affected by The Service

People affected by this service should be aware of the following:

- Smart Arrow Agency recruits staff who have the right skills, values and ability to do their jobs well
- There are robust procedures in place to ensure that only the right candidates are employed
- You are fully encouraged to be part of the interview process and can discuss this with Mr Hosea Bungwe



Further Reading

As well as the information in the 'Underpinning Knowledge' section of the review sheet we recommend that you add to your understanding in this policy area by considering the following materials:

- **CQC:** <https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-19-fit-proper-persons-employed>
- **Government Equalities Office - Equality Act 2010:** <https://www.gov.uk/guidance/equality-act-2010-guidance>
- **UKV & I - Tier 2 Guidance:** <https://www.gov.uk/government/publications/guidance-on-application-for-uk-visa-as-tier-2-worker>
- **Information Commissioner's Office- Subject Access Requests:** <https://ico.org.uk/media/for-organisations/documents/2259722/subject-access-code-of-practice.pdf>
- **CIPD** have a legal guide to managing a migrant workforce (released March 2018) as well as resources for post Brexit considerations: <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/recruitment/migrant-workforce-guidance>

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Outstanding Practice

To be 'Outstanding' in this policy area you could provide evidence that:

- Service Users are involved in the development of the service, such as in the interview and recruitment process and in identifying staffing needs
- Smart Arrow Agency has clear strategies and effective recruitment practices to ensure that it appoints people who are both capable and motivated to provide high standards of care
- Smart Arrow Agency uses a values-based recruitment processes to recruit people with the right behaviours and attitudes
- Smart Arrow Agency has a robust approach to vetting new members of staff, reducing the risk of an unsuitable person being employed (e.g. follow up personal and professional references, look into their training records, focus on gaps in employment history, check how they would respond to certain scenarios)
- The wide understanding of the policy is enabled by proactive use of the QCS App



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The following forms are included as part of this policy:

Title of form	When would the form be used?	Created by
Vacancy Business Case - PR12	To rationalise the decision to advertise a vacant post.	QCS
Telephone Enquiry Interview Screening Form - PR12	To support shortlisting of candidates via telephone screening.	QCS
Person Specification - PR12	To support candidate awareness of requirements for role and to be used for shortlisting and post interview scoring.	QCS
Values-Based Recruitment Screening Form - PR12	To identify that all candidates applying have the right values.	QCS
Application Form - PR12	To be completed by all candidates before an interview.	QCS
Interview Invite Letter Template - PR12	To be sent to all candidates shortlisted for interview.	QCS
Interview Preparation Form - PR12	To record planned interview and add any identified discussion areas from the application form.	QCS
Values-Based Interview Questions - PR12	To be agreed prior to the interview.	QCS
Interview Scoring Record - PR12	To be completed once each candidate leaves the interview. Each interviewer to complete separately.	QCS
Identity Check - PR12	To confirm during interview the identification of the candidate.	QCS
Recruitment Further Investigation Record - PR12	To record any discrepancies during the recruitment process and any action taken.	QCS
Template Rejection Letters - PR12	To be used when a candidate has not been successful, including one with an option to keep application on file.	QCS
Reference Request - PR12	To request references from previous employers upon offer of post.	QCS
Character Reference - PR12	Where a candidate cannot provide any employer references.	QCS

Vacancy Business Case - PR12

Replacement	
Name of person to be replaced:	
Job Title of person to be replaced:	
Reason for replacement:	
Hours per week of person to be replaced:	
Rate of pay of person to be replaced:	
Notes:	
New Post	
Reason for new appointment:	
Weekly cost of new appointment:	
Benefits of new appointment:	
Signed (Registered Manager):	
Authorised (Smart Arrow Agency):	

Vacancy Business Case - PR12

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Telephone Enquiry Interview Screening Form - PR12

Date call received:	By:
Personal Details	
Where did you find out about the vacancy?	
Name:	
Address:	
Telephone number (Home):	Work:
Position and Experience	
Position applied for – (if carer – confirm that they are over 16)	
Appropriate experience:	
Previous employer:	
Position held:	
Length of service:	
Rate of pay:	
Reason for leaving:	

Telephone Enquiry Interview Screening Form - PR12

Any other relevant comments:

Progress to interview?

Yes – Arrange to attend for interview. Tell them that Smart Arrow Agency are an equal opportunity employer and ask whether they require any particular arrangements to be made for them to be able to attend the interview.

No – Inform not suitable - Giving reasons. Record reasons in box above. Keep this record.

Data Protection

Seek consent for the recording of the above information and the holding of this data for the duration of the application process. Advise that sharing of this data will only be with those that are part of the interview process.

Individual Interviews

Application: Send the application form alongside an invite to interview letter or advise the candidate that an application form must be completed upon arrival to interview.

Ask them to bring with them: Two recent 'head and shoulders' photographs, photographic identification, a recent utility bill, valid National Insurance card (or other proof of right to work) and original copies of all qualifications/registration.

Person Specification - PR12

*To be provided alongside the appropriate job description

Job Title:		
Values	Essential	Desirable
<p>Dignity and Respect</p> <ul style="list-style-type: none"> • Treat people with dignity and respect and practice in line with the Equality Act 2010 • Ability to listen, consider and communicate in an open, accurate and clear way • Able to maintain dignity and comfort (especially during intimate or sensitive moments) • Understanding of keeping personal information confidential and promoting Service User's rights with choice about how they want to be supported • Having respect for Service Users, their families and their environments at all times • Managing sensitively behaviours that have the potential to challenge 		
<p>Learning and Development</p> <ul style="list-style-type: none"> • Has a commitment to learning and development, aware of self and willingness to reflect on own practice and how this can be improved • Honest and transparent with the courage to speak up if something is wrong • Able to support and develop Service Users, colleagues and others, with a willingness to share knowledge and best practice as well as contribute to new ideas and suggestions for better outcomes 		
<p>Team Work</p> <ul style="list-style-type: none"> • Works with colleagues to enable, empower and encourage each other and Service Users to do things for themselves. Ability to form professional relationships and commit to achieving goals and objectives • Ability to communicate effectively and handover information to colleagues and others within the Multi-disciplinary Team • Able to prioritise and understand other people's priorities whilst respecting their choices with the ability to adapt to suit individual needs and situations • Willingness to develop professional relationships with other professionals and agencies to gain further information and support 		
<p>Quality and Safety</p> <ul style="list-style-type: none"> • Dedicated to delivering support to Service Users in a person-centred manner where each Service User is at the centre of everything • Supports others in a warm, kind, empathetic and reliable manner with integrity and professionalism • Can respond calmly to events and able to support Service User with positive risk whilst communicating the consequences of risk with others • Takes personal responsibility and understands professional's boundaries • Has the courage to raise concerns around practice that could impact the outcomes for Service Users 		

Person Specification - PR12

Education and Qualifications	Essential	Desirable
A good standard of general education		
RQF Diploma, relevant certificates appropriate to role applied for		
Good English - Written and verbal		
Training - COSHH, H&S, Moving and Handling		
Experience	Essential	Desirable
Previous experience of working in similar environment		
Previous experience of working in a similar role		
Experience of working with people, in particular those that may have additional support needs.		
Role Specific Skills (add in accordance with role (refer to the job description))	Essential	Desirable

Values-Based Recruitment Screening Form - PR12

This should be completed before attending the interview by the applicant and discussed at interview

If I were a Service User in Smart Arrow Agency, I would like:	
I believe that the Service User's family and relatives would like the following from Smart Arrow Agency:	
I believe that I can support a Service User in Smart Arrow Agency because:	
As a member of the team at Smart Arrow Agency, I feel valued when:	
I believe that a good relationship between me and the Service User depends on:	
I believe that I learn best when:	
I believe that a good working team is made by:	
I believe that my role in relation to the Service User is:	
My other beliefs and values of relevance to my job are:	

Values-Based Recruitment Screening Form - PR12

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Application Form - PR12

Please ensure you complete the application form in full as we cannot accept CVs. Please complete with black ink and block capitals. This form will be kept in confidence.

Please note that no applicant will be unfairly discriminated against. This includes discrimination on account of age, cultural/religious/political belief, disability, ethnicity, gender, race, relationship status, sexual orientation, and/or Trade Union membership or stewardship.

If you have any special requirements to support you to complete this form (e.g. the need for large print or additional time) .

Position	
Position applied for:	
Preferred employment type (e.g. part time, full time):	
Personal Details	
Surname:	First name(s):
Current Address:	Postcode:
Telephone number (home):	Telephone number (mobile):
Email address:	
Own Transport Yes/No	How long has your licence been held?
Details:	
Are you a United Kingdom (UK), European Community (EC) or European Economic Area (EEA) National (please circle)? YES / NO	National Insurance Number:
If no, please detail current immigration status and the relevant visa currently held (including Visa number):	Are you are related to a member of staff or Service User at Smart Arrow Agency, please circle only: YES / NO
Equality Act 2010	
Under the Equality Act 2010 the definition of disability is if you have a physical or mental impairment that has a 'substantial' and 'long-term' adverse effect on your ability to carry out normal day to day activities. Further information regarding the definition of disability can be found at: www.gov.uk/definition-of-disability-under-equality-act-2010	
Reasonable adjustments will be made available should you be invited to interview. According to the definition of disability do you consider yourself to have a disability?	
YES / NO / Prefer not to discuss	

Application Form - PR12

Education

School/College/University	Examinations Passed, Qualifications Gained and year obtained (All qualifications will be subject to a satisfactory check).

Training Courses Attended Or Completing

Subject (evidence of attending courses is required)	Location/Details	Date

Application Form - PR12

Employment History

Please record below the details of your full employment history beginning with your current or most recent first. Use a separate attached sheet if required; please sign the sheet(s).

Name and address of your most recent/last employer:	
Start date and end date:	
Nature of business:	
Position held and reason for leaving:	
Salary / Rate:	
Name and address of employer prior to the employer listed above:	
Start date and end date:	
Nature of business:	
Position held and reason for leaving:	
Salary / Rate:	
Name and address of employer prior to the employer listed above:	
Start date and end date:	
Nature of business:	
Position held and reason for leaving:	
Salary / Rate:	

Application Form - PR12

Supporting Statement

Please add here your reasons for applying. You should refer to the job description and person specification to guide you. It would also be of value to describe particular strengths and talents that set you apart from others as well as including skills gained from work, home and other activities.

Application Form - PR12

Referees

You must provide references from your two most recent employers. Please provide a character reference if you are unable to obtain two professional references, e.g. in the case of an applicant who has been raising children for ten years. All will be contacted, therefore please inform the referees of the fact that you have used their name. If you are unable to provide the required references, please discuss the matter with us.

Current or Most Recent Employer
Name:
Address:
Postcode:
Tel No:
Job title:
Previous Employer To The One Above
Name:
Address:
Postcode:
Tel No:
Job title:

Character Reference
Name:
Address:
Postcode:
Tel No:
Relationship to you:

Application Form - PR12

Safeguarding

Ex-Offenders Declaration

Please note this section will only be seen by those involved in the recruitment process and will be treated with the strictest of confidence.

Rehabilitation of Offenders Act 1974

Smart Arrow Agency aims to promote equality of opportunity and is committed to treating all applicants fairly regardless of ethnicity, disability, age, gender or gender re-assignment, religion or belief, sexual orientation, pregnancy or maternity and marriage or civil partnership. Smart Arrow Agency undertakes not to discriminate unfairly against applicants on the basis of a criminal conviction or other information declared. Answering 'yes' to the question below will not necessarily prevent your employment. This will depend on the relevance of the information you provide in respect of the nature of the position and the particular circumstances.

Are you currently bound over or do you have any current UNSPENT convictions that have been issued by a Court or Court-Martial in the United Kingdom or in any other country?

YES

NO

Do you have any current UNSPENT police cautions, reprimands or final warnings in the United Kingdom or in any other country?

YES

NO

Privacy

Smart Arrow Agency will only collect data for specified, explicit and legitimate use in relation to the recruitment process. By signing this application form you consent to Smart Arrow Agency holding the information contained within this application form. If successfully shortlisted, data will also include shortlisting scoring and interview records. We would like to keep this data until the vacancy is filled. (We cannot estimate the exact time period, but we will consider this period over when a candidate accepts our job offer for the position for which we are considering you).

When that period is over, we will either delete your data or inform you that we would like to keep it in our database for future roles. We have privacy policies that you can request for further information. Please be assured your data will be securely stored by the Registered Manager and only used for the purposes of recruiting for this vacant post. You have a right for your data to be forgotten, to rectify or access data, to restrict processing, to withdraw consent and to be kept informed about the processing of your data. If you would like to discuss this further or withdraw your consent at any time please contact the Registered Manager or Data Protection Officer on 01536 669833.

Declaration

The information in this application form is true and complete. I agree that any deliberate omission, falsification or misrepresentation in the application form will be grounds for rejecting this application or subsequent dismissal if employed by Smart Arrow Agency. Where applicable, I consent that Smart Arrow Agency can seek clarification regarding professional registration details.

Name:

Date:

Signature

Application Form - PR12

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Interview Invite Letter Template - PR12

INTERVIEW INVITATION

Link Option Agency Services

Address:

Date: **[Insert Date]**

To: **[Insert First and Last Name of Candidate]**

Dear **[Insert Name]**,

Thank you for applying for the post of **[Insert Post Title]** at Smart Arrow Agency.

We would like to invite you for an interview at the above address at **[Insert Time]** on **[Insert Date]**. If you are unable to attend, please telephone us on the number provided above.

You should bring the following items with you when you attend, or we will not be able to progress your application:

- Evidence of your National Insurance Number
- Right to work documentation
- Either a passport, driving license or other form of photographic identification

In addition to the above:

- Proof of address, such as an **original** recent utility bill, a credit card bill, bank statement, or council tax bill. This must include your name and be no older than 3 months
- Two recent 'head and shoulders' photographs of yourself
- Originals of any training or education certificates which are relevant to your application
- Any relevant certificates or registration evidence that support your application for this role

If you are unable to provide any of the above required documents, please contact HR Manager for advice.

Please advise us if you have any access requirements that we need to be aware of and can accommodate for you before the interview.

We look forward to meeting you soon.

Yours sincerely,

For and on behalf of Smart Arrow Agency

Interview Invite Letter Template - PR12

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Interview Preparation Form - PR12

Interviewer – Use this form to prepare specific points for the interview and to record that you have responsibly reviewed the information provided by the applicant. This process is essential to reduce the risk of discrimination.

Telephone Screening - Issues Arising	
Values Screening - Issues Arising	
Application Form - Issues Arising	
Educational/Qualifications (check and note dates)	
Completeness of Work History	
Specific Experience/Skills	
Candidate Identity Checks Readiness - Issues Arising	
Ability To Work In The UK - Issues Arising	
Criminal Record Disclosure - Issues Arising	
Applicability of References Supplied	

Interview Preparation Form - PR12

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Values-Based Interview Questions - PR12

Use questions from this list as applicable, questions should be used in according to the vacant role. Space is provided for your own questions.

Dignity And Respect

Examples

- Can you give some examples of how you promote dignity and respect?
- Can you describe an occasion where you have had to adapt the way you communicate to achieve a result?
- How would you gather the views of Service Users that may not be able to communicate?

- Tell me about a situation involving others that was particularly difficult to deal with. What made it difficult? How did you manage the situation?
- Tell me what your understanding of equality, diversity and inclusion is. Can you provide some examples?

- How would you learn to communicate in different ways to ensure Service Users understand?
- What do you think the requirements of confidentiality are when supporting Service Users?

Learning and Development

Examples

- Tell us about the last course you attended, what did you learn and how did you change practice as a result?
- How do you know you've done a good job?
- Can you give an example that demonstrates when you've "gone the extra mile"? What was the situation? Why did you do this? What was the outcome?

- Detail a time where you have had to intervene to improve a work situation
- How do you share your skills and knowledge with others, what are the key skills needed to do this?
- Describe a situation where you have demonstrated integrity?

- Describe a time where you have changed the way you work for the better, how did you communicate your ideas with this?
- What do you do to try and improve the way you work?
- Could you give an example where you have learned from feedback?
- Could you give an example where you actively went out of your way to learn something new in order to achieve a personal goal?

Values-Based Interview Questions - PR12

Team Work

Examples

- Can you describe a situation where you worked in a team and things didn't work out? On reflection, how would you have handled the situation differently? What did you learn about yourself?
- How do you motivate yourself when faced with a task you don't enjoy?
- How do you prioritise your workload?
- Can you describe a time where you have had to reprioritise what you were doing at the request of someone else, how did it make you feel, how did you respond?
- How do you motivate others?
- Describe a situation where it was important that you worked as part of a team.

Quality and Safety

Example questions

- Have you ever had concerns about a colleague and their work? How did you deal with this?
- What does person-centred mean to you?
- What is your understanding of data protection, what is your role?
- Tell me about a time where you have had to remain calm at work
- What's your understanding of professional boundaries, can you provide some examples?
- What are your thoughts about Service Users taking risks? What would your role be to support people to take risks?
- What is your motivation for working at Smart Arrow Agency and why?
- What do you see as challenges?

Safeguarding

Examples

- What would you do if someone in management asked you to do something that you didn't feel was right?
- How would you support someone who does not have the capacity to make decisions?
- What is your understanding of whistleblowing?
- How would you respond if a Service User discloses to you that they are being abused but don't want you to tell anyone?
- Safeguarding is an important and topical issue. How would you know Service Users are safe and healthy? If you felt concerned, what would you do?
- What is your understanding of the term 'safeguarding'? What is your role?

Values-Based Interview Questions - PR12

Skills and Knowledge
Current skills and experience that candidate brings to the role:
Areas of strength and identified areas that need development
Work specific scenario-based question (specific to job role)
Work specific scenario-based question (specific to job role)
Work specific scenario-based question (specific to job role)

Values-Based Interview Questions - PR12

Administrative Questions

Record here any additional questions asked in response to the application form:

Candidate Questions

Insert here the questions that the candidate asked and any notes of responses.

Additional Comments

Bullet point information shared to candidate (e.g. holiday, hours, etc.)

Interview Scoring Record - PR12

Objective completion of this form is an essential element in discrimination risk management.

Scoring:		Score
3 - Exceeds Requirements 2 - Meets Essential Requirements 1 - Below Level Required / Does Not Demonstrate Achievement		
1. Personal Specification	Values	
	Education/Qualifications	
	Experience	
	Role specific	
2. Values-Based Screen		
3. Application Form	Training record	
	Employment record	
	Experience	
4. Interview Questions		
5. ID received and satisfactory (interviewer sign):		
6. Documentary evidence of qualifications seen (sign):		
Total Score:		
Decision and rationale:		
Signed by all parties involved in the decision (Print Name, Date, Signature)		

Interview Scoring Record - PR12

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Identity Check - PR12

Identity is established by clearly ticking one item from section 1 and one item from section 2.

Section 1 - Photographic Evidence		
Original Document Only	Interviewer Signature to Confirm Observation of the Original Document	Date
Full signed UK Passport or EU/other nationality Passport		
UK/EU Photocard Driving Licence		
UK Biometric Residence Permit (BRP) Card		
HM Armed Forces ID Card		
PASS Identity Card		
Other:		
Countersigned photograph (including name of countersignatory, date, signature, contact, details, capacity known and for how long (must be greater than 2 years and from a person of some standing in the community)*)	Additional requirement met?	
* In addition to a countersigned photograph, the candidate must supply one of the following: Birth Certificate or other evidence confirming a name change, HMRC letter, DWP notification, Local Government/Local Authority letter (issued within past 6 months)		
Section 2 - Proof of Address		
Original Document Only	Interviewer Signature to Confirm Observation of the Original Document	Date
Utility bill in candidate's name (issued within last 3 months)		
Local Authority Tax Statement (issued within the last 3 months)		
Driving Licence (if not already used above)		
HMRC Tax Notification (issued within the last 3 months)		
Financial Statement - e.g. Credit Card/Bank (issued within the last 3 months)		
Credit Union Statement (issued within the last 12 months)		
Mortgage Statement (issued within the last 12 months)		
Council Rent Card/Tenancy Agreement (issued within the last 12 months)		
Department for Work and Pensions Benefits		
Other:		
NB: If Candidate cannot supply a proof of address, seek confirmation from an Electoral Register by contacting the relevant Local Authority. Attach a photocopy of all evidence to the Candidate's file as well as one of the provided photographs		

Identity Check - PR12

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Recruitment Further Investigation Record - PR12

Use this form if there are any deficits in the information and/or documentation supplied to you. In certain areas, the Manager has the authority to make a decision based on the balance of information available, but the reason must be explicitly recorded and retained, and the decision must have been responsibly reached with due reference to the aim of protecting vulnerable people.

References

No references, inadequate references or poor references from last employer – State reasons given, investigations made and conclusions, if any, reached.

Gap in Employment

State reasons given, investigations made and conclusions, if any, reached.

Recruitment Further Investigation Record - PR12

Disclosure

For use if Disclosure process reveals convictions or warnings and for which it has been decided to discount for recruitment purposes. **IMPORTANT** – do not record the offences here, that is a breach of data storage provisions – only state your reasons for discounting the Disclosures as a reason for not employing the applicant.

Registered Manager Name:

Signature:

Date:

Template Rejection Letters - PR12

Rejection Letter

Smart Arrow Agency Address:

Date:

Attention of **[Insert Candidate Name]**

Dear **[Insert Candidate Name]**,

Thank you for your application for the post of **[Insert Post Title]**.

I'm sorry to inform you that, unfortunately, you were not successful on this occasion. Thank you for your interest and I wish you good luck for your future.

Yours sincerely,

For and behalf of Smart Arrow Agency

Template Rejection Letters - PR12

Rejection Letter – Request To Keep Details On File

Link Option Agency Services

Date:

Attention of **[Insert Candidate Name]**

Dear **[Insert Candidate Name]**,

Thank you for your application for the post of **[Insert Post Title]**.

I am sorry to inform you that, while you met our specification for the post applied for, unfortunately you were not successful on this occasion.

However, we would like to keep your application on file to be considered for any future vacancies that may arise. If you do not wish us to retain the file, please contact us to request the destruction of your application.

Yours sincerely,

For and behalf of Smart Arrow Agency

Reference Request - PR12

Smart Arrow Agency

Candidate - Personal
[Insert Candidate Name]
[Insert Candidate Address]

Date: **[Insert Date]**

Dear **[Insert Name]**,

Re: Reference Request for **[Insert Candidate Name]**

The above has applied for the post of **[Insert Post Title]** at Smart Arrow Agency and has named you as their referee.

I would be grateful if you could consider the attached Job Description for this role and provide your thoughts on their suitability for this post by completing the attached **Reference Request Form**.

Any information that you provide will be treated in the strictest confidence, in line with the Data Protection Act 2018.

Please could you return the completed reference to me by one of the following secure routes:

- Within the stamped, addressed envelope
- Or, you can also return the form by email, please contact me by phone in person to arrange this

With many thanks in advance.

Yours sincerely,

On behalf of Smart Arrow Agency

Reference Request - PR12

Reference Request Form

Reference for:	Job Title:
Name of Referee:	
Name of company/organisation:	
Capacity in which the candidate is known to you:	
How long have you known the candidate:	
Dates of employment (if applicable):	
Reason for leaving:	
Was the candidate subject to any formal form of performance management/disciplinary action within the last 12 months?	Yes/No
If yes, please give further details:	
Would you employ the candidate again?	Yes/No
If no, please give further details:	

Reference Request - PR12

Please rate your experience of the candidate's performance in the following areas:

Criteria	Poor	Good	Excellent	Unable to Comment
Dignity and respect				
Compassion, empathy and ability to empower others				
Motivation, commitment and attitude				
Learning and development interest				
Team working ability				
Quality and safety				
Education and qualifications				
Skills				
Overall contribution as a member of staff				

Did you find the applicant to be honest and trustworthy?	Yes/No
Did you find the candidate to be reliable in carrying out her/his duties?	Yes/No
Was the candidate's time-keeping acceptable?	Yes/No
Do you think that the candidate would be a suitable person to undertake this post?	Yes/No
Please provide any additional comments here (continue on an additional sheet if necessary):	
Signed:	
Position:	Date:

Thank you for providing this information.

Privacy

Smart Arrow Agency will only collect data for specified, explicit and legitimate use in relation to the recruitment process. By signing this document you consent to Smart Arrow Agency holding the information contained.

We are required to keep this information within the candidates personnel file. We cannot estimate the exact time period it will be held for. When that period is over, we will delete your data.

We have privacy policies that you can request for further information. Please be assured your data will be securely stored by the Registered Manager and only used for the purposes of successful recruitment of the candidate.

You have a right for your data to be forgotten, to rectify or access data, to restrict processing, to withdraw consent and to be kept informed about the processing of your data. If you would like to discuss this further or withdraw your consent at any time

Reference Request - PR12

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Character Reference - PR12

Smart Arrow Agency

Candidate - Personal
[Insert Candidate Name]
[Insert Candidate Address]

Date: **[Insert Date]**

Dear **[Insert Name]**,

Re: Reference Request for **[Insert Candidate Name]**

The above has applied for the post of **[Insert Post Title]** at Smart Arrow Agency and has named you as a character referee.

I should be grateful if you would express your opinion of the suitability of the candidate for the post specified, in addition to the following specific enquiries.

We would appreciate it if you did not discuss the health of the person.

Please find enclosed a copy of the Job Description and Person Specification to guide your consideration for the suitability of the candidate.

Your reply will be kept fully confidential.

Please could you return the completed reference to me by one of the following secure routes:

- Within the stamped, addressed envelope
- Or, you can also return the form by email, please contact me by phone in person to arrange this

Yours sincerely,

For and on behalf of Smart Arrow Agency

Character Reference - PR12

How long have you known the candidate and in what capacity?	
Please state here your views on the person's ability to work in this role and detail why. We have attached a Job Description and Person Specification to support you with the requirements of the role.	
I confirm that the information provided is accurate and a true reflection of the candidate.	
Signature:	
Name:	Date:

Privacy

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