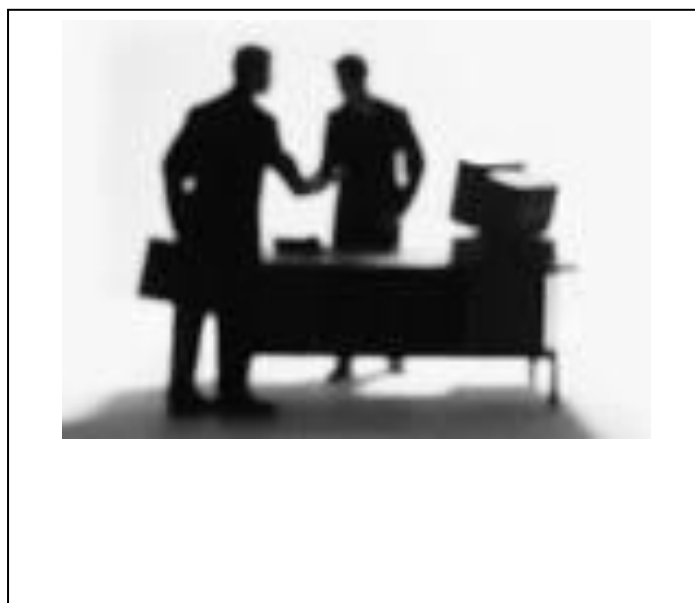




Grace Eyre POLICIES AND PROCEDURES

Recruitment, Selection and Retention Policy and Procedure



Date approved: June 2022
Approved by: HR Manager
Date for review: June 2027

Contact Person: HR Manager

Who is the policy for?

All Staff: YES
Shared Lives Carers: NO
Volunteers: NO

Recruitment and Selection

1. Introduction

Grace Eyre recognises that the organisation's success depends upon the quality of people working for us. We want to enable all our employees to reach their potential within the organisation's objectives to the mutual benefit of the individual, our service users and to Grace Eyre.

In order to achieve this, the organisation will identify clearly the role and responsibilities of each job and its contribution to our organisational objectives as a whole through job descriptions and person specifications, to ensure that staff support is directly linked to improving the experience of people who use our services. Recruitment and selection includes practices to ensure that the right people, with the right social care values are recruited.

Our aim is to establish an effective workforce, instilling in our employees a desire to run excellent services, a willingness to take on individual responsibility and to be flexible with an acceptance of the importance of team co-operation. In turn we expect personal integrity, a commitment to self-development and self-reliance.

All recruitment processes and decisions, including advertising and selection, will be in line with Grace Eyre's Equalities Policy (S03), the organisation's aims, objectives and values and The Equality Act 2010.

All recruitment processes are based on the competencies identified for the role. They are non-discriminatory in relation to age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief sex or sexual orientation, and will not contain matters likely to cause offence.

2. Recruitment Roles

The recruiting manager and Human Resources (HR) will work closely together to ensure that fair and effective recruitment and selection is taking place, however each will have clearly defined roles.

The recruiting manager's responsibilities are to:

1. Plan the recruitment process with HR
2. Identify the need for recruitment, in line with the department's budget and allocated staffing levels
3. Plan the service user involvement
4. Review the requirements for a role, whether permanent, fixed term (including internal secondments and acting up opportunities)
5. Write job descriptions and person specifications
6. Write new or review existing advert wording
7. Complete a recruitment authorisation form for every vacancy
8. Select shortlisting criteria from the person specification
9. Shortlist applications with another manager
10. Decide on the appropriate recruitment activities taking into consideration reasonable adjustments
11. Write new or review existing interview questions
12. Agree suitable selection tests, as required

13. Advise HR of the proposed interview dates and times
14. Finalise the service user involvement
15. Carry out interviews with at least one other manager / staff member
16. Make verbal offers of employment by phone with feedback
17. Notify unsuccessful candidates by phone with feedback
18. Pass all recruitment paperwork to HR for processing and filing

HR's responsibilities are to:

1. Plan the recruitment process with recruiting managers
2. Advise managers on the recruitment process and methods, as required
3. Review and advise on draft job descriptions and person specifications
4. Review and advise on advert wording
5. Check all details on recruitment authorisation forms, including allocated staffing levels and authorisation from the recruiting manager, a Director and an HR Manager
6. Obtain quotes for recruitment adverts, if required
7. Place recruitment adverts on all sources that are stated on the recruitment authorisation form
8. Pass applications to the recruiting manager for shortlisting
9. Organise interviews and recruitment activities with the recruiting manager
10. Invite shortlisted applicants to interview and selection tests by phone and email
11. Send email notifications to unsuccessful applicants, following shortlisting
12. Assist recruiting managers with interviews and recruitment activities, as required
13. Send email notifications to unsuccessful candidates, following interviews (recruiting managers should have already advised by phone)
14. Email successful candidates with new starter onboarding forms for completions and arrange a suitable date and time for them to come in and complete pre-employment checks
15. Send offer letters, subject to satisfactory pre-employment checks and references
16. Carry out all pre-employment checks including DBS checks, references, right to work in the UK, relevant training certificates and car documentation
17. Send contracts of employment once a start date has been agreed

See the 'Recruitment Process and Responsibilities' on pages 5, 6 and 7 for further information.

3. Service User Involvement

Users of Grace Eyre services and/or recruitment & training facilitators are involved in the recruitment of all new staff. We seek to obtain the views of service users on the skills, attributes, values and competencies required to effectively fill vacancies.

The type and level of involvement in the selection process will be dependent on the role. Service user involvement will normally take place with the final 2-3 preferred candidates selected by the recruiting managers from the first stage interviews. This enables service users to influence or decide upon the successful candidate, following consideration of the service users' feedback to the recruiting manager.

Some examples of service user involvement include:

- a service user / recruitment & training facilitators interview panel
- an individual service user participating in an individual interview with a panel of

recruiting managers

- a candidate being observed participating in a service user session
- a candidate delivering a presentation to a panel of service users
- a candidate leading in an appropriate activity or task with a group of service users

Accessible 'one page profiles' are completed by each applicant when they apply for a vacancy, to ensure their information is accessible to service users involved in the recruitment and selection process.

Service users are also involved in other aspects of recruitment such as writing accessible job lists and job adverts.

The Employment Project Workers and Our Voices team are working closely with the service users who are involved in recruitment, providing relevant training and guidance as needed. This aims to ensure service users are confident in the following areas and able to make decisions based on this knowledge:

- Equality and diversity issues
- Basic employment law
- Understanding the job role
- Understanding the skills and values required for job role
- Writing and asking questions based on the job role
- Making notes at interview (or using a note taker)
- Retaining and recollecting information on candidates
- Helping managers make decisions and discuss opinions objectively
- Feeding back to recruiting managers on why they think a candidate will work well with them

Grace Eyre is committed to working towards fully involving as many people as possible in a variety of ways throughout the recruitment process.

4. Temporary Secondments and Acting-Up

Managers are responsible for developing their staff to ensure proactive succession planning within their team. Where changes in staffing are necessary, we will consider alternatives to meet short-term requirements as appropriate including temporary secondments or acting-up opportunities.

Staff members may temporarily move into another role at the same or higher level than they are currently working. This could be due to a vacancy arising, staff absence, an opportunity for project work comes up or when additional support is required in another area of the organisation.

Grace Eyre believes that this is beneficial to any employee who can take on a temporary secondment or acting-up role. It enables staff to gain wider experience and acquire new skills without the disruption of relocation and with the benefit of continuity of employment, as well as helping Grace Eyre to manage the organisation effectively.

Advertising and Selection

All temporary secondment and acting-up vacancies must be advertised internally to ensure that everybody has the same opportunity to apply, however, there may be occasions where Grace Eyre will only open the opportunity up to individuals within a certain team with the required skills. In this situation applications will be invited from those team members. If more than one person applies selection interviews and relevant tests will take place. If only one person applies they may not need to attend a selection interview, however, they will need to demonstrate that they fully meet required skills and experience for the role.

If the position is more senior (an acting-up role) the successful candidate's salary will be increased to the appropriate level if the placement is for a period of one month or more. If the acting up position is less than this the recruiting manager may agree to a discretionary one off payment. The employee will be given relevant training as required to support them in the role.

Temporary Contractual Change

All secondments and acting-ups roles are confirmed in writing to the successful candidate by HR to be a temporary change to the staff member's contract of employment for a specified period of time. Any extension to this period must be agreed between the manager and employee. At the end of a secondment or acting-up period the employee will revert back to their original job title and salary.

Temporary Secondments or Acting-Up to Permanent

At the end of a secondment or acting-up period, Grace Eyre may decide that the position should become a permanent role. If this should happen, a full recruitment process as outlined in this policy should take place. The employee who has completed the secondment or acting-up role can apply for the permanent role if they wish and will be considered alongside all other candidates.

5. Fixed-Term Contracts

Grace Eyre may choose to recruit for a position using a fixed-term contract. This will be a contract that is for a specific length of time, agreed in writing in advance, and may be linked to a specific project or piece of work. At the agreed termination date, the employment contract will end with no need for a notice period.

Fixed-term contracts may be renewed or extended with the agreement in writing from both Grace Eyre and the employee. Where there are no gaps between contracts, this will be considered as continuous service at Grace Eyre. Should the continuous fixed term contracts span over 4 years, the employee will automatically be considered a permanent member of staff as set out by the The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

Under the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002, unless the employer is able to justify objectively any differences in treatment (i.e. it can show that there is a good reason for those differences in treatment), it must not treat an employee on a fixed-term contract less favourably than a comparable permanent employee.

Fixed Term to Permanent

At the end of a fixed-term contract, Grace Eyre may decide that the position should become a permanent role. If this should happen, a full recruitment process as outlined in

this policy should take place. The employee who has completed the fixed term contract can apply for the permanent role if they wish and will be considered alongside all other candidates.

In relation to the opportunity to secure a permanent position, the regulations specifically provide that a fixed-term employee has the right to be informed by the employer of available vacancies. The right applies to all available vacancies, not just vacancies for fixed-term employment.

In exceptional circumstances agreed by the Executive Group and HR, and only where the original fixed term role had been advertised both externally as well as internally, current post holders of fixed term contracts can be considered for permanent positions for the same job role without going through the full interview process.

The line manager will need to provide a summary report on the role and the fixed term employee they would like to recruit to a permanent role based on the criteria below to the Executive Group and HR for agreement.

Selection	The role holder has been through a competitive recruitment and selection process (externally and internally) for the fixed term role
Length of Service	They have been in the fixed term role for 6 months or more
Performance	They have performed to a consistent high standard, reflected in supervisions notes and a successful probation review record
Attendance	They have an exemplary attendance record
Disciplinary Record	They have a clean record

6. Recruitment and Selection Principles

- Service users are involved in the recruitment of all new staff.
- We seek to obtain the views of service users and other stakeholders on the skills, attributes and competencies required to effectively fill vacancies.
- All recruitment processes and decisions will be in line with Grace Eyre’s Equality, Diversity & Inclusion Policy (S05), the organisation’s aims, objectives and values and The Equality Act 2010.
- Employees are recruited on the basis of competence, skills, experience, values and qualifications to do the role, regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief sex or sexual orientation.
- We aim for our recruitment practices and competency framework to be viewed as fair and professional both internally and by potential employees.
- All recruitment selection is competency and value based. Managers will be supported to test values, attitudes and aptitude for caring.
- If a vacancy arises for a specific job role that has already been recruited to and interviewed for within the past three months, the new vacancy may be offered to the next highest scoring candidate in the original recruitment process if they fully meet the competencies for the role in terms of skills, experience, values, qualifications and abilities.
- We will consider, where it is possible, for roles to be fulfilled on a job-share basis.
- We endeavour to provide appropriate staffing levels in all areas in line with agreed organisational needs.
- Managers are actively encouraged to review their team structure in line with the

recruitment needs of the service.

- Each new recruit undergoes induction training in line with the Common Induction Standards set out by the Care Quality Commission and Skills for Care.
- We continuously review the success of our recruitment process and in doing so continue to improve upon it.
- Any candidate applying for the same position within 3 months or less of their previous application will not be considered.
- Anyone currently employed by Grace Eyre will not be able to apply for another internal role until they have been in Grace Eyre for 6 months or more.

7. Internal or External Advertising

1. All vacancies will be advertised internally.
2. All permanent and fixed term vacancies will be advertised externally as well as internally, with the exception of point 3 below.
3. If a permanent vacancy becomes available for up to 15 hours per week for an existing job role, this may be advertised internally only.
4. If a fixed term contract becomes a permanent vacancy, it will be advertised both internally and externally, except for point 3 above.
5. Vacancies for fixed term contracts, including those for funded projects, secondments and acting up roles, may be advertised internally only unless funded roles are specifically requested to be advertised externally.
6. Where a role has been advertised both internally and externally, all applications should be considered together within the same recruitment process.

8. Recruitment Process and Responsibilities

The recruitment process and lead responsibilities are highlighted below, however, please rest assured that ***HR can provide advice, guidance, and assistance at any stage during the recruitment process.***

Recruitment Need	
Action	Lead Responsibility
1. Identify the need for recruitment	Manager
2. Check staffing levels and budget	Manager
3. Review potential for secondment or acting- up opportunities	Manager
Advertising	
Action	Lead Responsibility
4. Job description and person specification	Manager to write, HR to review
5. Check advertising budget	Manager
6. Advert text	Manager to write, HR to review
7. Plan service user involvement	Manager
8. Recruitment authorisation form	Manager to complete, HR and

	Director to authorise
9. Place advert	HR

Selection	
Action	Lead Responsibility
10. Pass applications to manager	HR
11. Agree shortlisting criteria	Manager
12. Shortlist (at least two people)	Manager
13. Organise interviews: i. Interview schedule with date/s and times ii. Interviewers (at least 2) iii. Selection process e.g. interview, recruitment activities iv. Room bookings	Manager and HR Manager or HR Manager Manager Manager or HR
14. Finalise service user involvement	Manager
15. Invite shortlisted candidates to interview	Manager or HR
16. Email unsuccessful applicants	HR
17. Interview questions	Manager to write, HR to review
18. Selection process i. Interviews ii. Exercises iii. Service user involvement	Manager and HR Manager Manager Manager
19. Scoring	Manager
20. Decision making	Manager and service users
Offers	
Action	Lead Responsibility
21. Verbal offers by phone	Manager
22. Verbally advise unsuccessful candidates with feedback	Manager
23. Pass all recruitment paperwork to HR, including applications, interview notes and selection tests	Manager
24. Email unsuccessful candidates	HR
25. Pre-employment checks: i. Relevant training / qualifications certificates ii. Right to work in UK iii. DBS checks	HR

iv. References	
26. Offer letter with onboarding forms	HR
27. Contract of employment	HR
28. Induction	Manager and HR

9. Employee Retention

Grace Eyre is committed to ensuring that all employees are able to reach their full potential to benefit themselves, the organisation and service users. Our aim is to provide initiatives that will retain and develop the talent recruited at Grace Eyre and in turn reduce employee turnover.

Staff turnover is monitored regularly. Exit interviews and leavers questionnaires are offered to all staff when they resign to highlight any areas for improvement. These potential improvements are identified to relevant managers and changes implemented where appropriate.

A key to increasing retention within the workforce is improving employee engagement to ensure an individual is committed to both their personal aims and the aims and objectives of Grace Eyre. Research has shown that engaged employees are more likely to stay with their organisation.

Grace Eyre has various initiatives and policies that benefit employee engagement and therefore increase retention.

- **Communication with Staff** - Grace Eyre is committed to a Marketing and Communication Plan which details various initiatives to ensure awareness for all employees.
- **Staff Q&A session** – Grace Eyre holds a staff Q&A session every other month update staff on news and any changes in the organisation
- There is an **Annual Staff Conference** to encourage overall communication.
- **Recognition Agreement with UNISON** – Grace Eyre and UNISON agree that it is in their joint interest and the interest of UNISON members to recognise each other as partners in the workplace and create a climate of good industrial relations.
- **Employee Surveys** - Annual staff surveys are carried out to monitor staff satisfaction and give them an opportunity to have a voice. The areas of employment that are addressed by the staff survey include leadership, communication, performance management, training and development, team work, organisational values, health and well-being and raising concerns at work.
- **Total Reward** – Salary reviews are carried out annually. There are also various benefits encompassed in total reward to support all employees including Contributory Pension Scheme, Death in Service benefit, Employee Assistance Program, Compassionate, Carers Leave and Emergency Time off for Dependents, Cycle to work scheme, Training and Development and Flexible Working. Health and Well-Being initiatives are also in place.

- **Career Development and Training** - All employees receive regular one-one and annual development reviews with their line manager. These provide detailed two-way feedback, objectives and training plans, in addition to providing the opportunity to improve personal performance and allowing for progression and promotion through the organisation where vacancies are currently available.
- Grace Eyre also provides extensive training and development opportunities to staff, volunteers and carers, who are an important and vital asset. By providing opportunities for training and development we aim to ensure that all staff, volunteers and carers are in possession of the knowledge, skills and experience necessary to perform their roles effectively and to provide the highest standards of care and support to service users.
- **Flexible Working** - Grace Eyre has a flexible working policy; staff are eligible to apply providing they have worked for Grace Eyre for 26 weeks continuously. Flexible working enables Grace Eyre to retain skilled staff, reduce recruitment costs, raise morale and decrease absenteeism. Flexible working options available to apply for include part-time working, job-share, term time working and career breaks/sabbaticals, flexi-time, home working and shift working. Please see HR19 Working Time Policy for further information.
- **Management Consultation in Developing Strategic Business Plans** - Management Group Meetings are held quarterly with all of Grace Eyre's managers and seniors (GEMs) to ensure involvement and participation for all management staff in the organisation's strategy and development. Managers also provide regularly held team meetings to keep staff up to date on all departmental and organisational issues.
- **Management Support** - All senior staff and managers must attend an in depth management development programme which focuses on managers' individual skills and abilities plus generic management skills.
- **Organisational Change Support** - Grace Eyre provides support to all staff affected by any organisational change. Support will be appropriate to individuals and their particular circumstances and may include counselling, skills development, career advice, job application advice or interview skills. Grace Eyre will continue to develop and support staff affected by changes to altered or new job roles. This support may include ongoing training and development, counselling, and all other normal Grace Eyre staffing policies around one-one and performance review and annual development reviews