

Conquest Centre

Recruitment & Selection Policy

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RECRUITMENT & SELECTION POLICY & PROCEDURE

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RECRUITMENT & SELECTION POLICY

1. Policy Statement

Conquest Centre recognises the importance of safeguarding the students and young people in our care. Our safeguarding responsibilities inform the processes and practices throughout the entire recruitment and selection process. In order to safeguard and promote the welfare of all students in our care, we are committed to a thorough and consistent Safer Recruitment Policy and practice.

2. Aims and Purpose

We recognise that our people are our greatest asset. We operate a recruitment and selection process that aims to provide equality of opportunity; a safe recruitment process which seeks to deter, reject, or identify people who may not be suitable to work with the vulnerable students we support and are the best fit for the specific role.

This policy covers the full recruitment and selection process from the vacancy arising to an appointment being made and induction into the role. We are committed to ensuring that the recruitment and selection process can evidence that decisions are made on the basis of merit and that there is no unlawful discrimination on the grounds of race, sex, disability, age, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity, and religion or belief.

This recruitment and selection policy seeks to comply with:

- The Equality Act 2010
- General Data Protection Regulations (GDPR)
- Keeping Students Safe in Education 2016 Statutory guidance issued by the DfE
- Rehabilitation of Offenders Act 1974 and The Exceptions Order 2013
- The Teachers' Disciplinary (England) Regulations 2012
- Immigration, Asylum and Nationality Act 2006

3. Accountability and Responsibility

The Trustees have overall accountability for recruitment. The Centre Manager, in conjunction with the Administrator, is responsible for the:

- Approval of recruitment requests.
- Approval of pay structures and benchmarking remuneration; and
- Approval of offer, remuneration and benefits prior to formal appointment

The Centre Manager is accountable:

- To the Trustees for compliance with this document.
- For the management of the recruitment process.
- For contractors - that the process and relevant information has been provided to make a fair and safe choice.
- That the selection process follows the Safer Recruitment principles and complies with all regulatory and legal requirements; and
- That personal and special category data is handled in accordance with the principles of the GDPR.

The Centre Manager is responsible for:

- Completion of the Recruitment Request Form.
- Production or updating the Job Description and Person Specification, supported by HR.
- Production or updating of selection methods and interview questions.

- Short-listing of candidates for interviews against selection criteria.
- Preparation for and leading the assessment day/interview.
- Ensuring all relevant original documentation is recorded as part of the compliance checking process.
- Ensure timely communication on the appointment and unsuccessful candidate(s).
- To provide all necessary documentation without delay.
- Responsible for the induction of new employee; and
- Undertaking the probationary reviews.

Centre Manager / Administrator is accountable:

- To the Trustees for compliance with this document.
- To ensure recruitment and selection processes and practice is in line with Equality legislation.
- For overseeing the recruitment and selection process.
- To ensure recruitment and selection complies with Safer recruitment principles.
- The review and update this policy in line with employment law and regulatory changes.
- Ethical evaluation of recruitment practice; and
- To ensure that personal and special category data is processed in line with GDPR.

Centre Manager / Administrator is responsible for:

- Recruitment advertising and the sourcing of candidates.
- The approval of agencies/preferred suppliers and the negotiation of rates:
- Maintenance of the online application tool and the updating of the application form.
- Monitoring of equality through the recruitment and selection process.
- Feedback to successful and unsuccessful candidates.
- Co-ordination and arrangement of interviews and assessment processes.
- Participation in interviews as appropriate.
- Undertaking all compliance checks (references, DBS, qualification checks, coach checks etc.).
- Ensuring eligibility to work in the UK and any necessary work permits/VISAs etc.
- Maintain records for employees and contractors.
- Ensuring that contractors have been recruited and selected within the same principles; and
- To produce all contractual employment documentation.

4. Safeguarding Statement

It is everyone's responsibility involved in the recruitment and selection of staff to take their responsibilities seriously with the purpose of ensuring that we keep students and young people safe. To achieve this, everyone must be committed and vigilant to preventing unsuitable people (employees, contractors, volunteers, and workers) from working with students and young people. At Conquest Centre we are also committed to ensuring safe working practice and for anyone to challenge and report practice which places a child's safety or welfare at risk.

It is very important to ensure that people who are not suitable to work with students are not given the opportunity to have access to them. The decisions made at the recruitment stage are a key factor in this. Most of the recruitment process is managed by the Centre Manager and Administrator, from the application form and referencing to Disclosure and Barring Service (DBS) checks, however the process also covers interviewing, probation and

induction. It is therefore vital for anyone involved in such activities fully understands their responsibilities.

Conquest Centre requires that all employees involved in recruitment undertake and maintain their currency in the Safer Recruitment Training. At least one person on the selection panel must be Safer Recruitment trained.

Recruitment & Selection Procedure

5. Identifying the role

A resignation presents the opportunity to re-assess the requirements of the job to identify whether any changes have taken place which need to be reflected in the role and/or any changes in the team structure. The job description and person specification must be updated to reflect the role, its responsibilities, scope and tasks in order that approval can be sought to recruit to the role.

6. Job Description and Person Specification

All posts must have a Job Description. Job Descriptions for existing roles are available from HR. For new roles, it is the responsibility of the Centre Manager to develop and agree a Job Description before initiating the recruitment process. Any advertisement for employment will clearly state the requirements in relation to safeguarding and promoting the welfare of looked after students.

Any criteria relating to personal qualities or circumstances must be justifiable and directly related to the job and must be applied equally to all protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation), membership or non-membership of a trade union. To do otherwise is potentially discriminatory.

7. Permission to recruit

Following identification of a vacancy, the Centre Manager must agree the recruitment need with The board of trustees.

Contractors/Self Employed: the same authorisation process applies.

8. Advertising the role

A variety of media will be used to market the vacancy, to attract suitable candidates from a wide spectrum with consideration given to marketing within the budgetary constraints.

All advertisements must be non-discriminatory and must avoid any gender or culturally specific language. To support this, Conquest Centre includes in its advertisements its statement of commitment to equal opportunities "Conquest Centre is an equal opportunities employer and welcomes applications from all sections of the community".

In addition, Conquest Centre's commitment to safeguarding is represented in the following wording included in the advert "Conquest Centre is committed to safeguarding and promoting the welfare of students and young people and expects all staff and volunteers to share this commitment".

Conquest Centre recommend that there is a point of contact for the service for candidates to speak to if they require further details about the role. A closing date will be included; however, the Conquest Centre reserves the right to close the vacancy early in the event of

sufficient suitable candidates applying. It is also advised that the interview date is included to inform candidates of the date and to minimise delays.

9. Application Form

All candidates are required to complete in full and sign the company application form. For positions which are classed as a “regulated activity” we require information on full employment history; a declaration about criminal convictions; a declaration about the DBS Barred List and eligibility to work in the UK. If it is subsequently established that the candidate has not declared relevant information in the application form, the Conquest Centre reserves the right to withdraw the candidate from the selection process and withdraw any offer of employment. If the candidate has been appointed, this could result in the employment being terminated.

Using an application form complies with Safer Recruitment practice and provides for the same information to be obtained from all candidates, which provides consistent information from which to short-list. CVs cannot be accepted without a fully completed application form. The application form is the document that is used to shortlist candidates and therefore it is vitally important that it is completed in full by the candidate including all aspects covered in the CV.

Each application is checked for unexplained gaps in employment or discrepancies. Any gaps in employment will be explored at interview and through the compliance checking process. The candidate is advised to ensure they provide all necessary information in a timely way to support this process.

In providing services to students and young people, the majority of roles within the company fall within the remit of being a “regulated activity” which requires an enhanced Disclosure and Barring Service (DBS) check. Jobs which fall within the remit of “regulated activity” are exempt from the Rehabilitation of Offenders Act and therefore candidates are required to disclose spent and unspent convictions. Having a conviction (spent or unspent) does not automatically preclude the candidate from employment with Conquest Centre. However, it is essential that the candidate discloses the conviction in order that the recruitment decision can be made taking into consideration the full circumstances and the role applied for.

The equal opportunities monitoring information which candidates complete in the application process, is held by Conquest Centre to monitor equality and diversity in recruitment. The data does not form part of any of the short-listing or selection process.

10. Shortlisting

The Centre Manager should review each application against the criteria in the Job Description, putting a higher weighting on essential criteria for the role. To avoid any possibility of bias, shortlisting must always be undertaken by a minimum of two people. If the shortlisting process highlights any discrepancies or anomalies, these should be communicated prior to the interview. It is important that short-listing takes place within a timely way, within an agreed timescale. This avoids delays in the recruitment process and minimises the risk of losing candidates.

Shortlisting directly against the Job Description will help ensure that selection for interview is evidence based. Using a shortlisting form is recommended to enable the Centre Manager to assess candidates against the criteria and score accordingly. It also provides evidence of the reasons why candidates have been selected for interview or not.

At shortlisting, interview and in practical tests, it is important to evaluate candidates according to the degree of match between candidate and the Job Description, rather than giving high ratings to those with the best qualifications or longest experience.

Rating scales or check-lists can be used to weight and evaluate candidates match to the essential and desirable criteria. Throughout, reasoning must be clear, defensible in law and must follow all safeguarding principles.

Incomplete application forms will not be submitted for short-listing.

11. Invite to Interview

Successful candidates from the short-listing process will be invited to interview, setting out the details of the interview and the documentation they are required to bring. The invitation letter requires candidates to advise Conquest Centre in advance of any particular arrangements that need to be made in the event of a disability to support in the selection process for example ramp access, written tests to be completed electronically in preference to in writing etc. Conquest Centre aim to facilitate all reasonable requests for adjustments to be paid to the selection process.

12. Interview/Selection Process

The interview has two main purposes – to find out if the candidate is suitable for the job and to give the candidate information about the job and Conquest Centre. Every candidate should be offered the same opportunities to give the best presentation of themselves, to demonstrate their suitability and to ask questions of the interviewer.

A structured interview designed to discover all relevant information and assess the competencies of the candidate is an efficient method of focusing on the match between job and candidate. It also means that there is a consistent structure to the interviews, particularly important when there are multiple candidates. The structured interview is effective in obtaining specific information against a set of clearly defined criteria in the Job Description.

All interviews, whether formal or informal, need careful preparation to be successful.

The interviewers must prepare by:

- Reading the application forms in conjunction with the job description. By carefully reading the application form, it allows the interviewer to identify any areas that require further clarification.
- Arrive at the venue for the selection process in plenty of time to ensure all arrangements are in place before the candidates arrive.
- Planning the questions in advance of the interview. The interview questions should be formulated using the job description. It is also essential for roles that involve direct work with students and young people that the questions test out the candidates' motivation to work with students to assess whether they are suitable to work with vulnerable students. Safeguarding questions must also be included to assess the candidates' opinion to safeguarding and whether there is a clear commitment to safeguard vulnerable students.
- Questions should be structured and open to allow the candidate to respond. Leading questions and closed questions (other than to confirm a fact or statement) must be avoided, along with multiple questions. The interviewers should use probing questions to clarify their understanding and obtain further information from the candidate.

- Recognise that the interview is a 2-way process and provide the candidate with information about the role and Conquest Centre as appropriate. Provide the opportunity for the candidate to ask questions and be prepared with your response.
- Discuss the working pattern, what is required and establish whether the candidate can fulfil the working pattern. It is important that there is transparency about the working pattern to avoid any misunderstanding.

Interviewers must not

- Ask for personal information or views irrelevant to the job
- Ask potentially discriminatory questions such as 'Are you planning to have children in the next few years?'
- Ask questions about the candidates' childcare arrangements

Conducting the interview

- Always ensure there is more than one person interviewing, a minimum of 2 interviewers is the norm, however for some roles the interview panel may be larger.
- Conduct the interview in an environment that will allow candidates to give of their best.
- Arrange for there to be no interruptions, divert telephone calls and welcome the candidate(s).
- Inform colleagues that interviews are taking place and ask for a colleague to be responsible for welcoming the candidate on arrival and to show the candidate the cloakroom facilities and offer a drink.
- If possible, arrange for a brief tour of the place of work.
- If the candidate has identified any reasonable adjustments that they would need to take part in the selection process, ensure these are organised prior to the interview date and are in place on the day.

It is common that both interviewer and candidate are nervous. It is important to establish an environment in which the candidate can relax and give their best. Thorough preparation is key for the interviewers and candidate(s). The candidate will gain an impression of the company through this process, and it is essential to represent the company in a professional manner in line with company values. Allow the candidate to do most of the talking and do not fill silences by talking too much – the aim of the interview is to draw information from the candidate to evidence suitability for the job.

The following pointers may be helpful in conducting the interview:

- Introductions and initial 'scene-setting' of the selection process
- Explain that notes will be taken during the interview
- Keep to the timetable of interviews
- During the course of the interview give background information about Conquest Centre and the job to provide the candidate with further information.
- Use the structure of the interview questions and probe for understanding and clarity.
- Test out your understanding, recognise that some candidates are very good at being interviewed – this is not an indicator that they will be good at the job.
- If the candidate gives limited responses, encourage the candidate and probe.
- Make eye contact with the candidate and be aware of your body language, ensure it is open and positive.

- Explain the terms and conditions of the job and work/shift patterns – establish whether the candidate can fulfil the working pattern/hours. Establish what the salary expectations of the candidate are, without making a commitment.
- Discuss any gaps in employment and/or reasons for leaving jobs – if the candidate was dismissed, explore the reasons for this with the candidate and record their response.
- Check the referees supplied on the application form specifically whether they match with the current and previous employer – if not ask the candidate for the correct referee details and record.
- If the candidate has disclosed a spent or unspent conviction (regulated jobs only), clarify the details with the candidate and record their response.
- Ensure that a colleague has been asked to be responsible for the administration aspects of checking original documents, taking photocopies and endorsing the copies with the name of the checker and date. This person should have sufficient knowledge and understanding of what to check for and the relevant documents required.
- End the interview by thanking the candidate, give the candidate an idea of when the decision will be made and how this will be communicated to the candidate.

13. References: pre-employment check

All offers of employment are conditional on satisfactory completion of all pre-employment checks which includes references.

The DfE Keeping Students Safe in Education, Employment history and references paragraph 109 document states “The purpose of seeking references is to obtain objective and factual information to support appointment decisions. References should always be obtained and scrutinised and any concerns resolved satisfactorily before the appointment is confirmed. They should always be requested directly from the referee and employers should not rely on open references, for example in the form of “to whom it may concern” testimonials”. This is the approach taken to references across all services of the company to ensure Safer Recruitment practice is followed.

Reference requests will ask structured, relevant questions to enable the recruiting manager to gain accurate further information about the candidate’s ability and aptitude for the job and to cross reference employment details. Details about current or past disciplinary action or allegations is also requested to assess the candidate’s suitability to work with vulnerable students.

Referee details are taken from the candidates’ application form having cross referenced against the candidates’ employment history to check that the correct referees have been supplied. The written references are always obtained using a template reference request document.

References are always taken up from the current or previous employer. The candidate gives consent to references being sought through the completion of the application form. In care and education roles, additional references will be obtained in circumstances where the candidate has previously worked in either a care or education service as part of their employment history. Reasons for leaving these roles will be examined.

References from Agencies: where the Agency is the employer, the Agency will be required to list the care and education services the candidate has been placed at by the Agency, the job

role and the duration of the placement. This will guide Conquest Centre as to whether a reference should be sought from the care or education service listed.

References from family members can never be accepted.

To comply with the DfE Keeping Students Safe in Education document references are sought for internal and external candidates prior to a job offer, in order that any issues of concern raised in the reference can be explored further with the referee and with the candidate at interview.

On return of each reference, via email, verification (by means of a telephone conversation with the referee) is required to confirm validity, this reference check is completed by Conquest Centre

14. Reference Verbal Verification: pre-employment check

On receipt of references, Conquest Centre will check to ensure that all specific questions have been answered satisfactorily and further clarification sought if required. The reference should also be cross referenced against the information provided by the candidate on the application form to ensure consistency. A telephone verification of the reference is undertaken, this is to confirm the person who has been provided as the referee is the person who has supplied the reference and to clarify whether there are or have been, any safeguarding concerns. The verification details are recorded.

15. Right to work in the UK: pre-employment check

All employers are required by law to prevent illegal working. Under Section 15 of the Immigration, Asylum and Nationality Act 2006, an employer may be liable for a civil penalty if they employ someone who does not have the right to work in question. Working illegally is a criminal offence and a candidate who is employed illegally may be prosecuted and can be imprisoned for up to 6 months. A right to work check is a check of documents which evidences permission to work in the UK. Conquest Centre **MUST** do this before employing a candidate, to ensure the candidate can legally work.

The candidate must bring the original documents to the interview. It is the Centre Manager's responsibility to ensure a colleague undertakes the visual inspection of the documents presented; takes copies and endorses each document with their name and date.

There is a three-step check to follow:

Step 1 Obtain
You must obtain original documents from either List A or List B of acceptable documents – refer to Appendices
Step 2 Check
You must check that the documents are genuine and that the person presenting them is the prospective employee and the rightful holder of the documents and is allowed to do the type of work that he/she is being recruited for. You must check that:
1. Photographs and dates of birth are consistent across documents and the person's appearance, in order to detect impersonation;

2. Expiry dates for permission to be in the UK have not passed;
3. Any work restrictions to determine if they are allowed to do the type of work on offer (for students who have limited permission to work during term-times, you must also obtain, copy and retain details of their academic term and vacation times covering the duration of their period of study in the UK for which they will be employed);
4. The documents are genuine, have not been tampered with and belong to the holder; and
5. The reasons for any difference in names across documents (e.g., original marriage certificate, divorce decree absolute, deed poll). These supporting documents must also be photocopied and a copy retained.

Step 3 Copy
You must make a clear copy of each document in a format which cannot manually be altered and retain the copy securely: electronically or in hardcopy. You must also retain a secure record of the date on which you made the check. You must copy and retain:
1. Passports: any page with the document expiry date, the holder's nationality, date of birth, signature, leave expiry date, biometric details, photograph and any page containing information indicating the holder has an entitlement to enter or remain in the UK (visa or entry stamp) and undertake the work in question (the front cover no longer has to be copied).
2. All other documents: the document in full, including both sides of a Biometric Residence Permit, Application Registration Card and a Residence Card (biometric format).
You must retain copies securely for not less than two years after the employment has come to an end. The copy must then be securely destroyed.

Refer to "An Employer's Guide to Right to Work Checks) produced by the Home Office for further information.

Further immigration checks are not required if the candidate has no restrictions on their right to work in the UK. Additional checks will be required if the candidate has a limited right to work in the UK. HR advice must be sort. If a candidate cannot provide their documents for example if the candidate has an outstanding appeal or application with the Home Office, refer the matter to HR. Application Registration Cards and Certificates of Application don't allow the person to work.

16. DBS: pre-employment check

Disclosure and Barring Service checks are to assist employers in making safer recruitment decisions. The DBS check is only one of the measures to ensure a robust process of preemployment checks has been followed. For certain roles the check will also include information held on the DBS students and adults' barred lists, together with any information held by police forces, that is reasonably considered to be relevant to the applied for post. The DBS can't access criminal records held overseas and other checks will need to be undertaken.

Access to the DBS checking service is only available to registered employers who are entitled by law to ask a candidate to reveal their full criminal history (other than protected cautions and convictions), including spent convictions - also known as asking 'an exempted question'. An exempted question applies when the candidate will be working in specific occupations, for certain licenses and specified positions. These are covered by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975.

Levels of criminal record check available:

- **Basic checks:** This check details any unspent convictions the candidate may have. As these convictions are not yet classed as spent, any employer is entitled to ask for this information, meaning there's no eligibility criteria to obtain this check. As a result, individuals can also obtain this disclosure themselves.
- **Standard checks:** This check will reveal any spent and unspent convictions, cautions, reprimands and final warnings.
- **Enhanced checks:** This check is available to anyone involved in a regulated activity or profession. An enhanced disclosure contains the same information as the standard disclosure but also includes additional information held by local police that's considered relevant to the role being applied for.
- **Enhanced checks with students' and/or adults' barred list check(s):** This is the highest level of check available to anyone involved in a regulated activity or profession. An enhanced with list check contains the same information as the enhanced disclosure but also includes a check on the DBS barred list.

17. Transgender process

DBS offers a confidential checking process for transgender candidates. This process is for transgender applicants who do not wish to reveal details of their previous identity to the person who asked them to complete an application form for a DBS certificate. For more information about the transgender process email sensitive@db.s.gsi.gov.uk

18. ID Documents for DBS

Conquest Centre uses DBS Assist, a leading provider of criminality checks to undertake the DBS checks. Candidates are required to complete the online application form, details of which are sent/emailed to the candidate in the offer of employment letter. A DBS check has no official expiry date and the information it contains is accurate at the date it was carried out. Conquest Centre renews the DBS checks for employees on a 3- yearly basis, volunteers on a 5- yearly basis and employees are required to update their manager of any changes occur which could affect their DBS status.

Candidates who are offered employment and subsequently leave within the first 6 months of employment will have the cost of the DBS £50 deducted from their salary.

At interview the Centre Manager must ensure that a colleague is designated to check and verify documents for the DBS process and be satisfied that they have the necessary knowledge to do this. The candidate must provide a range of ID documents as part of the DBS check application process. Conquest Centre is required to:

- Check and validate the information provided by the candidate on the online DBS application form.
- Establish the true identity of the candidate through the examination of a range of documents.
- Make sure the candidate provides details of all names by which they have been known.

- Make sure the candidate provides details of all addresses where they have lived in the last five years; and
- Check the online DBS application is fully completed and information it contains is accurate.

At interview, the designated checking person must:

- Only accept valid, current and original documentation.
- Must not accept photocopies.
- Check identity information for the candidate's name, date of birth and address
- See documents with photographic identity e.g., passport, driving licence and for this to be compared to the candidate's likeness.
- All documents must be in the candidate's current name
- One document must confirm the candidate's date of birth.
- The candidate must ensure that he/she declares all previous name changes and provides documentary evidence. If the candidate is unable to provide proof to support the change of name, you should probe the candidate about the reasons why and record his/her response. You may need to seek HR advice.
- One document must confirm the candidate's current address and be dated within 3 months of the interview date.
- The candidate must provide continuous address history covering the last five years. Where possible the candidate should provide documentation to confirm address history.
- Cross match the candidate's address history with other information provided in the application form. For example, if the candidate's application form shows that they have worked in London for the last 5 years, but the address does not match, you may wish to question the candidate and record their response.

Candidates can join the DBS update Service at the point an application for a new DBS check is made, enabling future checks to be carried out to confirm that no new information has been added to the certificate since its issue. This allows for portability of a certificate across employers. The cost of joining the update service is the candidate's responsibility.

19. Section 128 Direction: pre-employment check

A section 128 Direction prohibits or restricts a candidate from taking part in the management of an independent school, including academies and free schools. A candidate who is prohibited is unable to participate in any management of an independent school as an employee, a trustee or as a governor. A DBS barred list check will identify any section 128 direction.

The Social Work England (formerly Health & Care Professions Council (HCPC): pre-employment check

20. SWE holds a register of health and care professionals.

For the following roles the SWE register is checked by HR to ensure the candidate is registered:

- Social Worker in England
- Arts Therapist
- Practitioner Psychologist
- Speech and Language Therapist

21. Health Screening: pre-employment check

Conquest Centre asks candidates invited for interview to advise of any special arrangement and/or reasonable adjustments required to enable them to participate in the process.

The Centre Manager will ensure that questions about any reasonable adjustments needed to do the job are not discussed at the interview stage. The candidate can be asked questions about his/her ability to carry out a function which is essential or intrinsic to the job and this would be applied to all candidates being interviewed for that specific role.

If the candidate does have a disability which may impact on his/her ability to do the job, Conquest Centre will explore with the candidate what reasonable adjustments are required and consider whether the adjustments can reasonably be made.

22. Qualifications: pre-employment check

For jobs where a qualification is an essential requirement of the job, i.e. A Social Worker, Teacher etc. the candidate must provide the original certificate. A copy of the certificate will be taken and endorsed by the person checking it. This will be provided to the Centre Manager.

23. Candidates who have lived outside of the UK: pre-employment check

Candidates who have lived or worked outside of the UK must undergo the same checks as all other candidates. In addition, further checks are likely to be required. The Home Office has published guidance on "Criminal record checks for overseas applicants" and the DfE has issued guidance on the "employment of overseas trained teachers". This gives information on the requirements for overseas trained teachers from the EEA to teach in England. Guidance must be sought from HR, who will conduct the further checks required.

24. Making the Selection Decision

Based on the interview and any other selection processes used, the interview panel will reach a recruitment decision as soon as possible after the interview. It is good practice to score the candidates' interview questions and for panel members to compare scores and discuss anomalies. It is important to take notes of the candidates' responses during the interview process, recording all relevant answers; this way we are able to provide feedback to the candidate if requested and to support the recruitment decision.

All interview paperwork must be emailed back to Centre Manager. These documents will form part of the successful candidate's electronic HR file. Conquest Centre also retain the documents of unsuccessful candidates for a specified period of time.

25. The offer of employment

Following confirmation from the Centre Manager of the outcome of the selection process, Conquest Centre will make the verbal offer to the candidate which is followed up with a written offer of employment. The salary will be in line with the pay-scale for the role. All job offers are "conditional" offers which means they are conditional on the pre-employment checks being satisfactory. A conditional offer can be withdrawn in the event that the preemployment checks are not acceptable. The offer letter also explains that any undue delays on behalf of the candidate may result in the offer being withdrawn.

The contract of employment is issued by Conquest Centre once all the pre-employment checks have been satisfactorily completed and once a commencement of employment date has been agreed.

26. Offer of engagement:(Contractors/self-employed)

The same recruitment checks and process will be undertaken to engage a self-employed contractor. The offer of engagement will specify the terms of the engagement. The self-employed contractor must provide original evidence of their indemnity insurance and are responsible for the costs of the DBS check. If the contractor requires the company to undertake the DBS for them, the contractor must pay for the DBS before the DBS process is commenced. It is essential that short-cuts are not made for the engagement of the contractor as it is equally important to verify all the details in line with Safer Recruitment practice. The contractor must also provide their Unique Tax Reference (UTR) number.

Conquest Centre will undertake the checks and produce the contract of engagement. Contractors must provide their own equipment for the role.

27. Feedback to Unsuccessful Candidates

Conquest Centre will inform all unsuccessful candidates. This will either be after the successful candidate has verbally accepted the offer or following the interviews once the panel has communicated their decision on the successful and unsuccessful candidates.

Current employees -internal candidates: The Centre Manager will inform the employee of the outcome of the interview. It is important for the on-going development of the employee that the Centre Manager provides constructive feedback, in order that the internal candidate can address any shortfall in their skill, experience or knowledge set. This can then be added to the employee's personal development plan.

28. Records Management

Conquest Centre has a responsibility under GDPR (General Data Protection Regulations) to process candidate and employee data lawfully and fairly. Candidates' details are held electronically for a period of 6 months. Following this the electronic record is confidentially destroyed. Candidates who wish their details to be held by Conquest Centre for future vacancies will have to provide their explicit consent to comply with the GDPR.

Recruitment administrators must ensure that all recruitment and selection documentation is returned to the Centre Manager in a secure way. The documentation will form part of the employee's electronic HR file. The Privacy Notice provided to candidates specifies what data is collected and for what purpose.

Only approved personnel have access to the electronic HR files and to candidate documentation.

29. Monitoring

Information that is collected for monitoring purposes (e.g., for compliance with legal requirements and codes of practice on race, sex, disability and age discrimination) is collected separately to the Conquest Centre Application form. The information it contains is used for equality monitoring purposes and is not used within the recruitment and selection process.

Additionally, Conquest Centre complies with the requirements of the GDPR on recruitment and selection, employment records, monitoring at work and information on workers' health, ensuring that where any recruitment records are to be held on computer or in a manual system, candidates are advised of this, the purpose and duration the information is to be held.

30. Preparing for the new employee

The selection process is the beginning of the employment relationship; the future of that relationship depends to a large extent on how the new employee is settled into the job.

Once the candidate has accepted the job and the pre-employment checks are being undertaken, Conquest Centre will keep in contact with the candidate and the recruiting manager to inform of progress. It is the Centre Manager's responsibility to plan and prepare for the new employee's arrival and induction.

Administrator will confirm to the Centre Manager when the pre-employment checks have been satisfactorily completed, agree the potential start date for communication to the candidate.

On commencement it is important that a planned induction is undertaken with support from the Manager and appropriate colleagues to ensure the new employee has the best start possible in their new role. Starting a new job can be an anxious time for any new employee and Conquest Centre recognises the importance of ensuring the induction equips the new employee be able to do their new job, meet colleagues and be supported by them and to develop their knowledge of Conquest Centre and our vision.

Conquest Centre has induction processes for different services and there are requirements for mandatory training to be completed. All of this will be explained to the new employee and what is expected of them in this respect. The Centre Manager has overall responsibility for this process and in giving the best start possible.

31. Policy Review

The Centre Manager is responsible for monitoring and reviewing this policy. This policy will be reviewed annually. In addition, changes to legislation, national guidance, codes of practice or government advice may trigger interim reviews.

Appendix A – List of acceptable documents for right to work checks

(Extracted from the Home Office publication “An Employer’s Guide to Right to Work Checks” 2019)

List A	
Acceptable documents to establish a continuous statutory excuse	
1.	A passport showing the holder, or a person named in the passport as the child of the holder, is a British citizen or a citizen of the UK and Colonies having the right of abode in the UK.
2.	A passport or national identity card showing the holder, or a person named in the passport as the child of the holder, is a national of a European Economic Area country or Switzerland.
3.	A Registration Certificate or Document Certifying Permanent Residence issued by the Home Office to a national of a European Economic Area country or Switzerland.
4.	A Permanent Residence Card issued by the Home Office to the family member of a national of a European Economic Area country or Switzerland.
5.	A current Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder indicating that the person named is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK.
6.	A current passport endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on their stay in the UK.
7.	A current Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the named person is allowed to stay indefinitely in the UK or has no time limit on their stay in the UK, together with an official document giving the person’s permanent National Insurance number and their name issued by a Government agency or a previous employer.
8.	A full birth or adoption certificate issued in the UK which includes the name(s) of at least one of the holder’s parents or adoptive parents, together with an official document giving the person’s permanent National Insurance number and their name issued by a Government agency or a previous employer.
9.	A birth or adoption certificate issued in the Channel Islands, the Isle of Man or Ireland, together with an official document giving the person’s permanent National Insurance number and their name issued by a Government agency or a previous employer.
10.	A certificate of registration or naturalisation as a British citizen, together with an official document giving the person’s permanent National Insurance number and their name issued by a Government agency or a previous employer.

List B	
Group 1 – Documents where a time-limited statutory excuse lasts until the expiry date of leave	
1.	A current passport endorsed to show that the holder is allowed to stay in the UK and is currently allowed to do the type of work in question.
2.	A current Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder which indicates that the named person can currently stay in the UK and is allowed to do the work in question.
3.	A current Residence Card (including an Accession Residence Card or a Derivative Residence Card) issued by the Home Office to a non-European Economic Area national who is a family member of a national of a European Economic Area country or Switzerland or who has a derivative right of residence.
4.	A current Immigration Status Document containing a photograph issued by the Home Office to the holder with a valid endorsement indicating that the named person may stay in the UK, and is allowed to do the type of work in question, together with an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.
Group 2 – Documents where a time-limited statutory excuse lasts for 6 months	
1.	A Certificate of Application issued by the Home Office under regulation 17(3) or 18A (2) of the Immigration (European Economic Area) Regulations 2006, to a family member of a national of a European Economic Area country or Switzerland stating that the holder is permitted to take employment which is less than 6 months old together with a Positive Verification Notice from the Home Office Employer Checking Service.
2.	An Application Registration Card issued by the Home Office stating that the holder is permitted to take the employment in question, together with a Positive Verification Notice from the Home Office Employer Checking Service.
3.	A Positive Verification Notice issued by the Home Office Employer Checking Service to the employer or prospective employer, which indicates that the named person may stay in the UK and is permitted to do the work in question.