EMPLOYMENT **ZONE**

Corporate HR
Recruitment and Selection Toolkit

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Recruitment and Selection

Introduction

Every day our employees act as the 'face' of Glasgow City Council, often coming into contact with the people who live in and visit the city. Our reputation and success is dependent on the service delivered by them. It's essential therefore that we have the right people in the right place at the right time and we're committed to achieving the highest standard of best practice during our recruitment and selection process.

As a Recruiting Manager you play a key role in making sure we achieve this. This toolkit gives you a step-by-step guide through the recruitment and selection process, making sure you understand what you have to do and when. You should always follow the process detailed unless advised otherwise by your Service HR Team.

Before you start

Only once you have authority from your Service to recruit should you commence the recruitment process as detailed in this toolkit.

Using the toolkit

There are three sections, these are:

1. The recruitment process
2. Equality and diversity in recruitment
3. Pre-employment checks

Wherever you see an item in **bold and underlined** you can click on this and you will be directed to further information.

Remember, if you have any questions or queries before you start or whilst working through the toolkit, speak to your Service HR Team for further advice and guidance.

Section 1 - The recruitment process

Planning your recruitment

Planning and preparation are key to successful recruitment. As the Lead Recruiter (also known as the Chairperson) you have set tasks to complete, these are explained in more detail as you work through the toolkit.

To help make sure you complete all the tasks use the **R&S1_Recruiting Manager's Checklist**. This details all the tasks that you need to carry out and allows you to enter dates for when they require to be completed.

It normally takes between 8 and 12 weeks on average to complete the full recruitment and selection process from placing the advert to appointing a candidate.

Step 1 - Print off the Role Profile for the post

Each post in the council belongs to a Job Family and will have a **Role Profile**. Job Families group together roles of a similar purpose. Within each job family there are a number of role profiles, which provide an overview of the role, in particular the skills, knowledge, qualifications and competency requirements. The role profile also determines the grade for the role.

You will use the role profile to help you create the person specification for your post.

Step 2 - Create the person specification

A person specification describes the skills, knowledge, qualifications and competencies needed to do a job. It will help you to create the basis of the advert and is used to as a tool to help assess the applicants. It details two types of criteria:

- Essential – This criteria details the skills, knowledge, qualifications and competencies needed to fill the vacancy to a satisfactory level from day one and is the minimum standard. We have a list of all posts requiring an essential qualification. To confirm if your post is on this list check with your Service HR. Any applicant who doesn't meet these will not be short-listed for the post.
- Desirable – This criteria details the skills, knowledge, qualifications and competencies, which may enable the applicant to perform the job more effectively.

A person specification is needed for all vacancies and you should create this before any action is taken to fill the vacancy. Speak to your Service HR team as they may have person specifications prepared, however, even where a person specification already exists, you should review it to make sure it's still relevant. Detailed guidance on how to write a person specification including our standard template and competency frameworks can be found here.

R&S_Guide to Writing a Person Specification
R&S2_Person Specification
Describing our Competencies - Grades 1 to 8
Leadership Competency Framework

Step 3 – Draft your advert and consider where to advertise

Your advert needs to attract potential applicants and show us as an employer of choice. It also acts as a self-selection tool, when interested applicants consider the requirements of the vacancy and decide whether they are suitable or not. It should:

- Be tailored to attract the appropriate applicants.
- Be clear and easy to understand.
- Be non-discriminatory and avoid gender or culturally specific language.

In addition to a brief summary of the role, the name of your service and where the post is based your advert will include as standard:

- The salary, including non-core payments. You are required to check this with your Service HR to ensure they are accurate.
- Whether the post is full-time, part-time or term-time and the hours of work
- Whether the post is temporary and, if so, how long it is for.

Your advert also requires to detail any restrictions on the post, such as: -

- Being regulated work and requiring the post holder to be a member of the Protection of Vulnerable Groups Scheme.
- Requiring a Disclosure Check.
- Being Politically Restricted.
- Requires a pre- employment health assessment.
- Requires a driver's licence check.
- Is excepted under the Rehabilitation of Offenders Act 1974.

All adverts will include the council's commitment to diversity and inclusion and our aim to have a workforce which reflects the make-up of the city.

When you have created your advert you'll have to think about the type of person you are targeting and the types of places where they might look for employment.

As standard the job will be advertised on the council's myjobscotland recruitment web page, however there are also a number of other options available to you, including newspapers and specialist or professional journals.

It should be noted however that using external publications will incur a cost. If you decide to advertise in a publication, this must be detailed on the Prepare to Recruit Form and a cost code provided.

Step 4 - Additional information

Dependant on the job you may decide to include relevant additional information with the advert such as an organisational structure or Strategic Plan.

Step 5 – Completing the Prepare to Recruit Form and registering the vacancy

When you have decided the content and where to advertise you should complete these details on the **Prepare to Recruit Form** along with the names and contact details of your interview panel. As chairperson, you will normally interview along with at least 2 other panel members. Your panel should where practical: -

- Be representative of race and gender and have an understanding of equalities.
- Be experienced and have received training in recruitment and selection.

Send the Prepare to Recruit form, person specification and any additional information to CBS Advertising via Pulse as per the agreed internal advertising timetable.

On receipt CBS Advertising will upload your advert to myjobscotland, generating a unique GLA reference number. This number allows them to track all activity regarding applications and will be quoted on the advert.

CBS Recruitment will issue a copy of the PTR and PTO form to the Recruiting Manager when the advert closes. This will allow them access to the information detailed in the advert and allow them to complete the appointment details.

Where required they will issue the panel members with a username and password to access the e-Recruitment portal and place the advert.

Step 6 - Dealing with enquiries about the vacancy

CBS will handle all initial recruitment calls regarding the vacancy including requests for paper and large print applications packs. Where the applicant is requesting an application pack in an alternative format such as Braille, audio or in another language they will forward this to you or your Service HR to action. Information on how to access documents in alternative formats can be found at **Glasgow Intranet - Accessibility Information.**

If an applicant wishes to discuss the role or has further questions CBS will forward the enquiry to you as the Chairperson to respond.

Step 7 – Consider if you need to undertake any additional assessments

Depending on the role it may be appropriate to undertake an assessment exercise in addition to an interview. For instance it might be beneficial where the role involves public speaking to ask the candidates to deliver a short presentation.

There are various types and methods of testing available and again this will depend on the role. If you feel this would be appropriate, you should speak to your Service HR Team who'll be able to provide advice and guidance.

Step 8 – Scheduling your interviews and additional assessments

You'll need to start planning the process. Agree the interview date with your panel members, this should be within 6 weeks of the closing date.

You will also need to book the venue and any necessary equipment (e.g. presentation equipment etc.). Remember to take into account any access or special requirements for disabled candidates.

Step 9 – Shortlisting

After the closing date you and the members of your recruiting panel require to access TalentLink to view all applications forms.

Your short-list meeting should take place at least 10 days before the interview date. The purpose of this meeting is to compare all applicants against the essential and desirable selection criteria in order to:

- Eliminate unsuitable applicants including those who are ineligible to apply and find those who best match the selection criteria.
- Produce a short-list. The number of people on the short-list will vary depending on the amount and quality of applicants and the nature and number of vacancies.

Applications should be measured against the person specification and short list criteria, focusing on the skills, knowledge, qualifications and competency requirements of the vacancy.

Remember we are a "Disability Confident" employer and have given the commitment to interview all disabled applicants who meet the essential criteria, this will be indicated on TalentLink by a code of 1000+.

You should discuss the merits of each applicant and split the applications into two bundles; those that meet all the essential criteria and those that don't.

If at this stage you have a high number of suitable applications and it is not feasible to interview them all, you should increase your short-list criteria by including some of the desirable elements from your person specification. These applications should then be further reviewed and split into two groups:

- Definite – applicants who meet the essential and desirable criteria in all areas and disabled applicants who meet the essential criteria.
- Possible – applicants who meet all the essential criteria and the desirable criteria in some but not all areas.

Decisions on which applicants are short-listed should be based on the consensus view reached.

If you or a member of the selection panel knows an applicant personally, a decision to short-list that applicant must be objective and justified and based on their ability to meet the short-list criteria.

If short-listed, you should advise your Service HR Team of any relationship that exists between the panel member and the candidate before an interview takes place. Any potential conflict of interest will be determined at this point.

Step 10 – Updating TalentLink

You now require to create your interview schedule and update the standard interview letters on TalentLink.

To ensure consistency the standard letters should always be used, however you may need to include details of an additional assessment such as a practical test.

Once you have created your interview schedule and updated the interview letters you can up-date the status of all the applicants to confirm which have and haven't been short-listed. You will then via the TalentLink system:

- Email correspondence to unsuccessful applicants to advise of the outcome.
- Issue correspondence to short-listed candidates to invite them to book their interview or assessment.

Once the candidates select their interview slots they will receive a letter confirming their interview.

For details on how to create your interview schedule, updating the interview letters and candidate status and sending out correspondence online read to the **TalentLink user guide.**

Step 11 – The interview

The most effective tool used to assess a candidate's suitability is the competency-based interview. This will focus on the knowledge, skills and competencies most important for the vacancy as detailed in the Person Specification.

Before the interview you should: -

- Print copies of the job advertisement, person specification and role profile for each panel member and familiarise yourself with these.
- Agree the questions to be asked at interview including who asks what. It's important that all candidates are asked the same basic questions although supplementary questions can be asked to gather more information around the main questions.
- Download copies of each candidate's application form.
- Print out an **R&S3_Interview Guide** and **R&S4_Assessment Sheet** for each candidate.

To help you draft your questions and make sure you have a clear understanding of the interview process it may also be helpful to read:

- **Competency Based Interview Example Questions & Indicators Booklet**

At the start of each interview welcome the candidate and introduce the panel, before continuing:-

- Ask to see their proof of identity, if you have any concerns seek guidance from your Service HR. There is no requirement to copy the candidate's identity documents at this stage of the recruitment process.

Once you have verified the candidate's identity advise them on the structure of the interview. Try to put them at their ease by telling them about about the job, the work of the council and the benefits of working with us including development opportunties.

During each interview use a **R&S3_Interview Guide** to note the candidate's responses to your questions. Make sure information detailed on this refers only to the candidate's suitability for the job and is adequate, appropriate, relevant and not excessive.

At the end of the interview give the candidate the opportunity to ask questions, you will also need to discuss :-

- Our commitment on equality and inclusion.
- If the post is politically restricted and what this means.
- If there is a requirement for membership of the Protection of Vulnerable Groups Scheme or Disclosure checks, what this means and that they will be required to pay for this.
- If the post is excepted under the Rehabilitation of Offenders Act 1974.
- Any requirement for a pre-employment health assessment.
- Essential qualifications.
- Any reasonable adjustments.
- Any flexible working requests with candidates who have asked for this.

Step 12 - Reaching a decision

At the end of each interview, time permitting, you and your fellow panel members should refer to your completed **R&S3_Interview Guide**, discuss the evidence provided by the candidate and come to consensus of how each candidate met the requirement of each competency using the following ratings:

1. Displays some aspect of the competency.
2. Displays most aspects of the competency.
3. Displays all aspects of the competency.

If any additional selection assessments have been undertaken the panel should discuss how the candidate has performed and include this on the form.

It's important to remember that all recruitment and selection decisions should be based on objective assessment and a fair process.

You should then complete the **R&S4_Assessment Sheet** showing the panels' overall rating of the candidate's skills, knowledge, qualifications and competencies from the interview. This form will show:

- A summarised rating against each candidate.
- Supporting evidence or comments showing why decisions have been taken.

Remember, under the General Data Protection Regulation (GDPR) and Freedom of Information Act all candidates have a right to access data we hold on them; this includes notes made during the short-listing process.

All members of the recruiting panel are required to sign the R&S4_Assessment Sheet confirming that consensus has been reached in the selection process.

Step 13 – Advising the preferred candidate

When the final decision has been made you as the chair should telephone the preferred candidate(s) to confirm this. They should be advised that the offer is subject to the pre-employment checks discussed at interview, their eligibility to work in the UK and receipt of satisfactory references.

Step 14 – Advising the unsuccessful candidates

Where practicable it is also best practice to telephone those candidates who were unsuccessful following interview. It's our practice to offer to provide feedback.

Feedback can be a useful tool for candidates as it may well offer insight that allows them to improve on their initial application and or performance at interview. This is a positive step, which might help them to secure a future job. Feedback should also include details of where candidates can find information related to our Positive Action Schemes.

Unsuccessful candidates are naturally often upset and disappointed and can often misunderstand or misinterpret feedback. It is essential therefore that the feedback is delivered sensitively. Organisational Development deliver a number of workshops which can support you with this.

Step 15 – Confirming the outcome

You now need to update the status of all candidates on TalentLink. This identifies which are preferred and those that have been unsuccessful following interview. This must be done before completing the Prepare to Offer for the successful candidate.

Once updated this will allow you to generate and issue a Preferred Candidate Notification (PCN) email via TalentLink. This notifies the candidate that they have been conditionally offered the post subject to recruitment checks. It also allows you to generate and issue the letters to the unsuccessful candidates and CBS Recruitment to request references.

You are required to complete the **Prepare to Offer Form** for your preferred candidate(s). A copy of this would have been emailed to you at the closing date. It is important that the correct form is used as this will contain the relevant detail for the position and will auto-fill the information from the highlighted sections on the PTR with the details of the vacancy.

Once completed, this should be sent to CBS Recruitment via the Recruitment Pulse or email along with the preferred candidate's application form and their associated recruitment documentation.

On receipt CBS Recruitment will confirm the conditional offer in writing. You will then need to liaise with CBS Recruitment (if appropriate) and the candidate to arrange a suitable time to meet to complete the appropriate employment checks. Employment checks are covered in detail in Section 3.

Once all pre-employment checks have been completed and verified as suitable, CBS will confirm all Safe Recruitment checks have been met and that you are able to go ahead and arrange a start date.

Step 16 - Finalising the recruitment process

At the end of the recruitment and selection process you should keep a full set of all the recruitment documentation for the vacancy and destroy as confidential waste all additional copies.

You should then retain all the documentation in a secure cabinet. This needs to be kept for a period of 6 months to make sure that you are able to respond to any complaints, ET applications, Freedom of Information Requests or Data Subject Access Requests received.

After 6 months the recruitment pack should be placed in confidential waste.

Miscellaneous

Induction

Your Service HR Team will be able to advise you of the steps to be taken to induct your new employee. Details are also available on Connect.

Interview Expenses

Candidates will not be reimbursed for interview expenses.

Quality checks

Once the recruitment and selection process has been completed, you should be aware that your Service may carry out a quality check of the process. These checks are carried out for 5% of all posts filled every quarter. The purpose of this check is to ensure that our policies and procedures are applied in a fair and consistent manner as detailed in this toolkit. An officer will be appointed by your Service to conduct the check(s) and will gather together all the relevant documentation and undertake the check(s) using a standard format.

Recruitment complaints

Candidates who have been unsuccessful may decide after feedback they have grounds for complaint. It's important that you deal with their complaint as sensitively as possible

Where a person wants to make a complaint about the recruitment and selection process, they should in the first instance contact the Service with responsibility for the vacancy. As the lead recruiter you should initially try to resolve their complaint. If they haven't requested feedback, it may be that providing this could resolve their complaint. If you are unable to resolve their complaint then the following procedure should be followed.

Step 1

Acknowledge receipt of the complaint, in writing, within 5 working days and provide a full response, in writing, within 10 working days.

Step 2

If the person making the complaint remains unhappy following the response, they must put this in writing to the Head of Service, who will determine who should deal with the complaint. This officer will provide a response, in writing, within 10 working days.

Step 3

If, after this, the complaint remains unresolved and the person making the complaint is still unhappy, they should then write to the Chief Executive. The Chief Executive will forward the complaint to Corporate HR who will investigate and provide a response, in writing, within 15 working days of receipt. This is the final stage of the Council's recruitment complaints procedure.

Complaints about discrimination

Where the person making the complaint alleges that they have been discriminated against during the recruitment and selection process, they can make a complaint to an Employment Tribunal (ET). They have 3 months from the time the alleged act of discrimination took place to lodge an ET claim.

Section 2 - Equality and diversity in recruitment

As an Equal Opportunities employer our aim is to attract the best possible applicants from the widest possible range of backgrounds and to treat everybody fairly.

Your role is to make sure that all applicants are measured fairly and objectively, based on their ability to meet the requirements of the job and that no discrimination occurs during the recruitment and selection process.

What you need to know to help avoid discrimination

Protected characteristics

It's against the law to discriminate against an applicant on the grounds of a protected characteristic.

The nine protected characteristics are Sex, Gender Reassignment, Race, Disability, Religion or Belief, Sexual Orientation, Age, Pregnancy and Maternity and Marriage or Civil Partnership.

Can we ever treat people differently?

Only in very limited circumstances, such as where there is a Genuine Occupational Requirement (GOR) or where Positive Action is required.

Genuine occupational requirement (GOR)

Where it is a requirement of the job that the post holder is of a particular sex, racial group, religion or sexual orientation.

When deciding if this applies you need to consider the nature of the work. Jobs may change over time and you should review whether there's a GOR when recruiting for a job. You can also seek advice from your Service HR team.

Drafting your advert

To avoid discriminating against anyone, don't use language which is specific to a person's sex or culture.

Don't include statements or language which indirectly refer to age or age limits for example, asking for 10 years' experience, or stating 'mature', 'young', or '25 to 35 years of age'.

Consider positive action

We recognise that we are under-represented by people from minority groups such as black and minority ethnic people, lesbian, gay, bisexual and transgender and those who identify as having a disability.

In order to raise awareness and promote careers with us, we use Positive Action to encourage and inform individuals from these groups.

Positive action can be as simple as advertising in a specific place or publication to encourage applications from groups who otherwise may not have applied for that particular post.

We particularly encourage applications from Black and Minority Ethnic (BME) candidates who we would like to see better represented in our workforce.

Shortlisting

Before you begin the shortlisting process you need to be aware of both implicit and unconscious bias.

Implicit/unconscious bias

Everyone has implicit/unconscious biases – they are our natural people preferences. This can however lead us to make assumptions about people and take action based on those biases, resulting in a tendency to rely on stereotypes, even if we don't consciously believe in them.

Where implicit/unconscious bias is against a protected characteristic, it can be discriminatory. It’s important to be aware of this and how it could affect the recruitment and selection process.

Challenging personal opinions

Panel members should ensure that personal opinions don’t affect short-listing or any selection decision. Be prepared to challenge each other’s views to ensure that this does not happen.
Make sure that applicants who have gained experience outside of paid employment such as females returning to work or voluntary workers or older applicants are not disregarded.

Focus on the applicant’s skills, knowledge, qualifications and competencies rather than where or when this was gained and consider their future potential.

Carer Positive Exemplary

We are recognised as a Carer Positive Exemplary employer demonstrating our commitment to supporting working carers.

Disability Confident Employer

As part of the Disability Confident Scheme, all applicants who tell us that they have a disability and who meet the essential criteria will be interviewed.

Further if they are appointed you may have to consider making reasonable adjustments to the role and or working environment to enable them to take up the post.

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Grants are available from **Access to Work** to help you make reasonable adjustments. This can be up to 90% of the costs if you apply within six weeks of the employee starting work, falling to 50% after this date.

Rehabilitation of offenders

Having a criminal record doesn't mean that someone can't work with us. You should take into account the job they've applied for, the circumstances and background of the offences and any other relevant information.

Work life Balance

We are looking to recruit and retain skilled, competent and engaged employees from diverse backgrounds including those with both caring and parental responsibilities. We have a range of policies in place to help our employees balance their work and home life.

Internet searches

Internet searches should not be used as part of the recruitment process. This is potentially discriminatory with searches revealing a candidate's age, ethnic background or even religion. There is also the risk of: -

- Mistaken identity.
- Forming opinions about applicants based on assumptions rather than fact.
- Inequality as not all applicants will turn up in an internet search.

More information

Unconscious Bias Fact Sheet.
Protected Characteristics Factsheet.
Manager's Guide to Recruitment and Disability
Guide to Equalities and the Law

Section 3 - Pre-employment checks

Once the preferred candidate(s) has/have been selected, the next stage in the process is to carry out pre-employment checks. The main types of checks are: -

- Identity checks
- Right to work in the UK including signposting to information on settled or pre-settled status.
- Protection of Vulnerable Groups or Disclosure checks
- Overseas checks including criminal records
- Criminal Convictions Declaration
- Driving Licence Checks
- Pre-employment Health Assessment
- Qualifications
- References

There are some roles with the council where additional security checks apply. For more information on these seek guidance from your Service HR.

As the Recruiting Manager you are responsible for ensuring that all checks appropriate to the role are carried out and that the person is only appointed if the outcome of these are satisfactory. Use our **R&S5_Pre-Employment Checklist** as a quick guide.

Cross Reference Tool – Pre-employment Checks

To assist you in identifying which documents we accept as part of the pre-employment process read our **R&S Cross Reference Tool – Pre-employment Checks.**

Identity checks

Identity checks are the most fundamental of all pre-employment checks. Identity fraud is widespread and could have serious consequences if missed. As the recruiting manager you need to satisfy yourself as to the identity of the candidate and the authenticity of the documents they provide as proof of this. As standard we will check identity of external candidates at: -

- Interview.
- When undertaking pre-employment checks.
- First day of employment including when being issued with their security badge. This is especially important where the Recruiting Manager is not the direct line manager. Services must take steps to ensure that the individual presenting at the workplace is the same person as whose identity has been verified at interview and the pre-employment stage.

External candidates require to provide us with three documents as proof of their identity, one which is an official document containing their photograph and signature such as a passport or driving licence and two with their current address.

They also require to provide us with a copy of their signature to check against relevant documentation. Subject to service requirements we may also carry out identity checks for internal candidates.

For how to carry out identity checks including what documents we accept, what to do if the person can't provide photographic ID and ensuring that the documents provided are genuine read our **R&S Guide to Identity Checks** and the Home Office's **Guidance on examining identity documents.**

The verified copy documentation should be sent to CBS Recruitment via Pulse for retention in the employee's personal file.

Right to work in UK

Under UK law we are required to make sure that only those legally entitled to live and work in the United Kingdom are offered employment.

You can do this by conducting right to work checks before you employ a successful candidate external to the Council. You should refer to the Home Office employer guidance to Right to Work Checks

All successful candidates external to the council are issued with guidance explaining what original documentation they need to provide to prove they have the right to work in the UK.

EU Settlement Scheme

The Home Office EU Settlement Scheme (EUSS) provides EEA nationals living in the UK with a route to stay in the UK beyond 31 December 2020.

EEA Nationals who were in the UK before the 31 December 2020 where able to apply to the EUSS up until 30 June 2021 to retain the right to live and work in the UK.

Most EEA nationals in the UK prior to 31 December 2020, will have made an application to the EUSS for settled or pre-settled status. They will be able to evidence their right to work by sharing their immigration status digitally, using the Home office online right to work checking service. Further information on the process can be found on our Connect page **here**.

Sponsorship – Skilled Worker Route

The Council holds a skilled worker licence, which allows you to recruit a skilled worker to come to or stay in the UK, in a job that is suitable for sponsorship. Before commencing employment, they need to obtain a sponsorship certificate from you and pass a points-based assessment from the Home Office.

Further information can be found on our Connect page **here**
You should contact Service HR for advice and guidance on how to obtain sponsorship.

You then need to complete, sign and date **R&S7 - The Right to Work in the UK form**, and attach certified copies of the original documentation. By doing so you are verifying that you are satisfied that they have the legal right to work in the UK.

The form and all copy documentation should be sent to CBS Recruitment via Pulse for retention in the employee's personal file.

Protection of vulnerable groups (PVG)

PVG is a membership scheme for individuals who undertake regulated work with vulnerable groups. Individuals need to be members of the scheme if they are working with: -

- Children.
- Protected adults, or both.

It helps to ensure that those who have regular contact with children and or protected adults (a person aged 16 or over who receives one or more type of care or welfare service) does not have a history of harmful behaviour.

It is an offence to employ someone in these roles who is barred from working with children or protected adults.

Disclosure checks

The main categories of positions where a disclosure check apply are:

- People involved in the administration of law.
- Senior management in banking and financial services.

Where a post falls into any of the above categories we can apply for a standard disclosure check which details a person's criminal convictions, pending criminal cases and other relevant information. This information helps us to make safer recruitment and selection decisions.

A list of posts within your Service where PVG Scheme membership or a Disclosure check are required is available from your Service HR team, who will also be able to provide further advice and guidance on this matter.

New appointees to posts requiring PVG or Disclosure Checks will be required to pay for this.

PVG and Disclosure Checks are issued by Disclosure Scotland for more information read **https://www.mygov.scot/disclosure-types/**

Reviewing PVG or disclosure checks

Where you have indicated that a PVG or Disclosure Check is required CBS Recruitment will arrange with the candidate for this to be completed.

On receipt of the check from Disclosure Scotland if there is no cause for concern, CBS Recruitment will record the Disclosure Scotland reference number on SAP as confirmation that the check is satisfactory and the report destroyed.

If the information gives cause for concern, CBS will notify you of this. You should cross reference the information on the PVG or Disclosure Check with the candidate's Criminal Convictions form to see if the candidate declared this.

Seek guidance from the person within your Service who has responsibility for overseeing PVG and Disclosure checks. You must then arrange to meet the candidate to discuss the information further.

Having considered the guidance given by your Service representative along with the details provided by the candidate, you have to decide whether the information has a direct bearing on their suitability to do role. Further whether to proceed with the offer of employment or if this should be withdrawn. Again your service representative and Service HR Team will be able to provide advice and guidance.

Whatever you decide you must advise CBS Recruitment via Pulse so that they can finalise the paperwork.

Overseas checks including criminal records

If the successful candidate has lived overseas or has spent a significant amount of time (6 months or more in the past 3 years) outside the UK they are required to give a reasonable account of their time spent abroad. They must provide suitable documents as evidence of their time overseas such as residence permits, employment or academic references.

Where the post is subject to Disclosure or PVG Checks, they must also provide evidence of a criminal record check from the relevant country or countries. It is the candidate's responsibility to provide and pay for this documentation.

The only exceptions to this are for EU Nationals applying for roles with children and who are from the one of the EU countries listed on the Disclosure Scotland website **https://www.mygov.scot/pvg-scheme/.**

If they are from one of the countries listed, Disclosure Scotland will check their criminal history information held in the UK, as well as from their country of nationality.

For information on how to apply candidates should be directed to the Home Office Guides to **Criminal records checks for overseas applicants** and the CPNI's guide to **How to Obtain an Overseas Criminal Record Check**.

We need the original documentation related to the overseas criminal record check and where these are not in English, they must be translated into English by an accredited translation body. It is your responsibility as the recruiting manager to check and verify all documents provided by the candidate in relation to Overseas Checks.

Criminal convictions declaration

The successful candidate will be issued with a R&S6_Criminal Convictions Declaration form (CCDF) and advised to complete this in accordance with the Rehabilitation of Offenders Act 1974.

Having a criminal record doesn't mean that someone can't work with us. Where a candidate declares any conviction(s), as the recruiting manager you should decide the relevance to the post applied for. If you have any concerns about the information declared or are unsure to its relevance to the post seek advice from your Service HR Team.

If the information is considered relevant, you should meet with the candidate to discuss this further including the circumstances and background to the offences and any other relevant information before making your decision.

Declared convictions that are not relevant to the post must not be taken into account.

Having checked the candidate's R&S6_Criminal Convictions Declaration form (CCDF); you are required to advise CBS via Pulse that you are satisfied that any information declared doesn't disbar them from taking up the role. The form should be sent to CBS Recruitment via Pulse for retention in the employee's personal file. Further information can be found in the **Guide to Equalities and Employment Law**.

Driving licence checks

Candidates for roles that require them to drive or operate particular plant or machinery are issued with an **R&S8_Authority to Access Driving Licence form** this provides us with the information required to allow us to check their licence.

As the recruiting manager you are required to check their licence via the DVLA's licence checking system at **www.gov.uk/check-driving-licence** using the "check code" provided by the candidate together with the last 8 digits of their driving licence number. Codes are only valid for 21 days.

If you have concerns about whether a licence check is satisfactory you should discuss this with your Service HR Team. If you are satisfied that the candidate holds the appropriate licence to undertake the driving role, a copy of this should be printed out, signed and sent to CBS Recruitment via Pulse to be filed with the **R&S8_Authority to Access Driving Licence form** in the employee's personal file.

Pre-employment health assessment

Successful candidates should only be asked to complete a pre-employment health assessment if they fall into one or more of the following categories: -

- They have been offered a care related role, such as a caring for children or vulnerable adults.
- They are undertaking a high-risk position, such as lone working, night working or where they are exposed to vibration.

The pre-employment health assessment can be completed either online or by phone and candidates will be issued with instructions on how to do this. Once completed, the candidate and Service HR will receive an immediate result if the check is satisfactory. Should the Occupational Health Service (OHS) have any queries or concerns about the information provided, the candidate will be required to discuss their responses with an Occupational Health Nurse. They may also have to attend an OHS assessment. OHS will provide a report as their fitness to carry out the role. Where OHS are of a view that they are not fit, the offer of appointment will require to be withdrawn and you must advise CBS Recruitment via Pulse.

Your Service HR team will be able to provide further advice and guidance on this matter.

Qualifications & Membership of Professional Bodies

Where a professional qualification and/or membership of a professional body, is an essential requirement for the post, candidates should be asked to provide the original certificates for checking purposes. Recruiting managers should satisfy themselves as far as possible that the certificate is genuine. Further guidance on ensuring authenticity of documents can be found within CPNI's **Good Practice Guide on Document Verification.**

You are required to take a copy of the original qualifications and sign this. By doing so you are verifying that you are satisfied as to the authenticity of the certificates and that they belong to the candidate. The certified copies should be returned to CBS Recruitment via Pulse and kept in the employee's personal file.

References

Written references must be requested for all external successful candidate(s), these should cover the three years prior to appointment. We reserve the right to approach any of a candidate's previous employers should the need arise.

Subject to service requirements we may also carry out reference checks for internal candidates.

Checking references

References for the successful candidates are requested by CBS. The referees are provided with a standard Reference Request form and copies of the role profile and person specification to assist referees to complete the form.
CBS will follow up any references not received. On receipt of the references you are required to:-

- Check that they cover the three years prior to appointment, and/or two positions with separate employers. If not you will need to take up further references from the candidate's former employers as detailed on their Application Form. We will only consider personal or character references where there is no or a limited employment history or where we can't access previous employers due to the candidates background e.g. school leaver or someone with refugee status etc.
- Cross reference the details provided by the referee with the information noted on the candidate's application form, for discrepancies in particular, dates of employment and reasons for leaving.
- Consider taking up further references where those received are lacking in detail.

If you have concerns about any of the information received, you should discuss this with your Service HR Team. You should also inform CBS, advising them of any delays as a result of any action taken.

Where you have concerns you may need to hold a meeting with the candidate to discuss these. After this meeting, you'll need to decide whether to continue with the appointment or to withdraw the offer of employment. Care should be taken when withdrawing an offer and you should contact your Service HR before making this decision.

If you are happy with the content of the reference you are required to verify the reference on TalentLink. For details on how to do this read the **TalentLink user guide**.

Copies of the references should be printed and passed to CBS Recruitment via Pulse for retention in the employee's personal file.

Please note that we can't accept photocopies of documents, you must see the originals. Where you have taken a copy of a document you must print your name, sign and date the copy to confirm that you have verified and seen the orginal.