



RCH Group Recruitment and Selection Procedure

2023 -26

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Introduction

- 1.1 The objectives of this Recruitment and Selection procedure are to give staff and Board members clear and straightforward best practice guidance on recruiting potential employees on a fair and equitable basis to:
- Recruit and select the best candidate for every vacancy;
 - Ensure that access to employment opportunity is based on fair, objective and consistent criteria;
 - Identify and rectify any discriminatory practices; and
 - Monitor and measure the effectiveness of recruitment practices and increase the overall professionalism in the recruitment and selection processes.

Job Advertising

- 2.1 When a vacant post arises or when a new post is required a Staffing Establishment: Business Case [2022 Business Case Form.docx](#) is required to be completed and approved by the Executive Leadership Team (ELT).
- 2.2 Once approved, it will be passed to the HR team who will advertise the vacancy internally and/or externally depending on the post requirements. The advertisement will not include language that may be considered discriminatory or ambiguous, adverts will be added to the [Gender Bias Decoder | Totaljobs](#) website to prevent gender bias. Posts will be advertised externally on RCH's website and may also be advertised via recruitment specialists such as S1 Jobs and My Job Scotland. This will be agreed between HR and the Hiring Manager. An exception to this will be in cases of restructuring or redundancy where it may be necessary to appoint candidates into posts without advertising the vacancy.
- 2.3 Posts may be advertised internally and externally simultaneously where the internal labour market is likely to produce a limited response, or where RCH Group desires to attract a wider field of applicants. If jobs are advertised externally then internal candidates are required to complete external application form. There may be occasions where there is restricted advertising however this must be approved by HR.
- 2.4 Line managers will ensure that all employees are notified of any vacancies, this includes employees who are on sick leave, maternity/paternity leave and holidays.

Job Description and Person Specification

- 3.1 The job description and person specification are the key document in the recruitment process and must be produced for every vacancy. It sets out the main duties and responsibilities of the post and has a number of purposes:
- Jobs are evaluated from this document;
 - It indicates the range of duties and responsibilities of the post;
 - It is used in the appraisal process to help evaluate individual performance; and
 - Performance management tool, to ensure that the post holder is fulfilling the appropriate duties to the required standard
- 3.2 It should detail the minimum skills, experience and abilities required to do the job allowing potential applicants to make an informed decision about whether to apply and those who do apply, to give sufficient relevant details of their skills and experience in their applications.
- 3.3 It also forms the basis of the selection decision and enables the interview panel to be objective in their selection.

Short Listing

- 4.1 After the closing date of the vacancy has passed, the HR team will pass the completed application forms to the shortlisting panel. A panel of at least 2 individuals will carry out the recruitment processes and at least one of the panel members must possess skills or experience most closely related to the post for which the candidates are being shortlisted / interviewed for. Panel members who shortlist will also participate in the interviews to ensure consistency. Only candidates who have the essential criteria should be shortlisted. The desirable criteria will only apply when a large number of applicants apply for the vacancy, to fairly reduce the number of candidates being short-listed for interview.
- 4.2 Each panel member must complete a short-listing assessment form appropriately for each applicant. If a panel member recognises a candidate's details, which is known to the panel member, they should declare this interest and exclude themselves potentially from the panel if the person is to be short-listed.
- 4.3 The original application form for all applicants, together with a written note of the reasons for shortlisting or rejecting applicants will be kept by the HR team for 6 months from the date that an appointment was made.
- 4.4 Candidates invited to interview, and unsuccessful candidates will be informed simultaneously of the result of the applications. Unsuccessful candidates may be offered the opportunity for feedback on their applications.

Interview

- 5.1 All short-listed candidates should be offered an interview, at which the same questions, based on the job description, person specification and competency framework, will be asked in the same order to all candidates. This may also (dependent on the vacancy) include a suitable test and presentation topic where appropriate (refer to point 5.9).
- 5.2 RCH Group needs to make every effort to ensure that interview panels are balanced with at least one male and one female member where possible. If there are occasions where a gender mix is not possible an additional officer of appropriate gender should attend the panel in an advisory or observing capacity to ensure transparency in the recruitment process.
- 5.2 The interviewing panel of at least two individuals should be the same as the short-listing panel, a member of the HR team will also attend the interview.
- 5.3 Any requested, appropriate, information which has been provided by RCH Group to an interviewee will be made available to all other candidates invited to interview.
- 5.4 Panel members will complete interview assessment documentation, appropriately based on evidence for each candidate, on completion these will then be passed to HR. RCH's Equality and Diversity policy will apply to all matters of recruitment and selection.
- 5.5 The panel will offer feedback to all candidates. Such feedback is to assist the candidate in understanding their own performance and in planning for their future career. Candidates have the right to see their own application forms, and interview assessment sheets. Where notes are taken as a memory aid by individual interview panel members, these will be destroyed immediately following the interviews.
- 5.6 Where candidates are judged to be equal, they may be called back for a second interview. Panel member must state and document justifiable reasons for the rejection of each unsuccessful interviewee.
- 5.7 Alternatively RCH Group follows the principles of 'positive action' as outlined in the Equality Act 2010. This can be applied when a tie breaker situation arises between two (or more) candidates of equal merit. Positive action allows an employer to make an appointment based on a particular protected characteristic possessed by a candidate. This decision should only be based on the evidence of an under-representation of a particular group or tackling disadvantage within the workforce.

- 5.8 Candidate travel expenses incurred throughout the interview process will not be reimbursed.
- 5.9 Different types of posts may require different selection techniques. The interview panel may wish to consider the use of additional selection procedures if considered appropriate in combination with a competency-based interview. Recruiting managers should contact HR for advice on the appropriate use of these techniques in the first instance. Additional Selection Procedures should only be used if they have been validated in relation to the job, satisfy equality obligations and are administered by a suitably trained employee. Examples of additional selection techniques may include:
- The use of assessment centres incorporating a variety of selection techniques – this may be beneficial for larger scale recruitment or promoted posts;
 - Skill/Aptitude tests - For certain posts, skills or aptitude tests may be used to allow candidates' to demonstrate expertise, e.g., in computer skills, or working with figures;
 - Presentations - Candidates may be required to give a presentation on a specified topic using appropriate information technology. The candidate should be advised of the length and format of the presentation;
 - Psychological testing - These may be used for certain senior management posts. Such testing will be carried out and evaluated by qualified professionals on behalf of RCH Group; and / or
 - Case studies or scenarios – e.g giving a candidate examples to work through that replicates a job specific task.
- 5.10 Any of the above may be used and it will be used in conjunction with the candidate's application and interview to assess their suitability for the post. In all cases where any of the above are used, candidates will be informed of this prior to the interview.
- 5.11 For the recruitment of staff working in social care, early education and childcare and social work settings, it is good practice to involve people who use the services and/or their relatives in the interview process. This may include the following:
- Visits by candidates to facilities, groups of people who use services;
 - Meeting candidates individually where a set of agreed questions is put to the candidates;
 - A group of people who use services meeting a group of candidates in order to undertake a group exercise; or
 - Asking people who use services to be a panel member at interview.

Offer of Employment

- 6.1 Once the appointment panel has made a decision, a conditional offer will be issued to the successful candidate subject to:
- Receipt of satisfactory references;
 - Original qualification certificates;
 - Photographic ID;
 - Proof of eligibility to work in the UK;
 - A satisfactory PVG/Disclosure Scotland check where appropriate;
 - Pre-employment Health Questionnaire; and
 - Health Surveillance where appropriate.
- 6.2 This is to ensure that RCH Group appoint candidates who have the skills, knowledge and qualifications required to carry out the duties of the post, protect their health and safety at work, protect vulnerable groups and ensure he/she is legally entitled to work in the United Kingdom.
- 6.3 Offers of employment will normally be made at the bottom of the RCH Group Salary Scale

otherwise an appointment will be made on a suitable salary paying due consideration to the candidate's skills, experience and present and future circumstances.

- 6.4 The initial offer can be verbal and followed up in writing. The terms of a written contract of employment will be confirmed and issued subsequently once the aforementioned conditions have been satisfied, no employees should start with the RCH Group until satisfactory pre-employment checks have been received. Offers of employment will be withdrawn if these are deemed unsatisfactory.
- 6.5 The letter of appointment and the contract of employment will give details of the following:
- Job title and pay grade;
 - Start date;
 - Salary offered;
 - Hours and place of work; and
 - Pension
- 6.6 It is RCH's intention to inform candidates of their interview outcome as soon as possible after the interview has taken place.
- 6.7 If the post is for a fixed term and an existing employee of RCH Group is appointed, the employee will be seconded to this position and be advised in writing that in completion of their fixed term contract they will return to a position no less than the position they were originally employed in.
- 6.8 If the job offer is declined by the selected candidate, the second highest scoring candidate may be offered the post if agreed by the interview panel. If there is not a suitable reserve candidate the recruitment process should be revised and a re-run of the whole recruitment process should be considered.
- 6.9 Once the job offer has been accepted the notification of the interview outcome will be issued to unsuccessful interviewees. It is RCH's intention to inform candidates of their interview outcome as quickly as possible, preferably within a few days of the interview taken place. Constructive feedback should be provided if requested by the candidate.

7 References

- 7.1 References are confidential and will be sought "in confidence" to the interview panel. Any request for disclosure of references should be forwarded to the appropriate staff member on the interview panel.
- 7.2 Reference requests will be made to the most current/recent employer/academic/voluntary or good character referee contact, who must not be related to the candidate. If a referee happens to be a panel member, then the candidate may be asked to provide an alternative referee.
- 7.3 HR will attempt to contact nominated referees on two occasions. If there has been no response after the second attempt candidates will be contacted by HR and asked to contact their referees to provide a reference within 10 working days. If HR do not receive satisfactory references by this date the offer of employment may be withdrawn
- 7.4 References should only be used for the purpose for which they are intended, and their confidentiality must be maintained. References must only be kept in the personnel file held by the HR team. Individuals have a right to a copy of information held about them that is covered by the Data Protection Act 1998.

8 Qualifications and Proof of Identity

- 8.1 Applicants are asked to bring original copies of their proof of identity, eligibility to work in the UK and Professional Registrations and Academic/Professional Qualifications to interview for verification by the interview panel. Please refer to the [Right to work checklist - GOV.UK \(www.gov.uk\)](https://www.gov.uk) for a list of documents which can be accepted as proof of right to work in the

UK

- 8.2 A member of the interview panel will carefully examine the documents to ensure authenticity and will write on the Right to Work documents 'This right to work check was undertaken on [insert date] at [insert time] by [Print and sign name,]' for all other documents a member of the interview panel will write 'Certified to be a true copy of the original seen by me', then sign and date it. Where photocopies have been produced at interview, the candidate must be advised that these are not acceptable and original documentation must be provided to the HR team prior to any letter of appointment and contract of employment being made.
- 8.3 Preferred candidates will have these documents confidentially filed in personnel files. Documents for unsuccessful candidates will be confidentially filed in the HR office along with all other recruitment paperwork and confidentially destroyed after 6 months in line with GDPR legislation.

9 Disclosure Check

- 9.1 All candidates are required to disclose whether they have a current conviction. Such a criminal record will only be taken into account for recruitment purposes. Under the Rehabilitation of Offenders Act 1974 ex-offenders do not have to disclose spent convictions.
- 9.2 In accordance with the Police Act 1997 and the Protection of Vulnerable Groups (Scotland) Act 2007, RCH posts are subject to Disclosure Scotland checks. Line managers must ensure the correct level of Disclosure is applied for, either disclosure Scotland or Protecting of vulnerable Groups (PVG) Scheme – Protected Adults Children or both. Disclosure Scotland captures information from two central records of convictions (the Scottish Criminal History System and the Police National Computer) and police forces across the UK. Where a post warrants a Disclosure Scotland check, preferred candidates will subject to the check, including international applicants who have never previously resided in the U.K.
- 9.3 **Basic Disclosures**
A basic disclosure is the most common and lowest level of disclosure available. It includes information on any 'unspent' convictions the person has. All roles within RCH Group require at least this level of disclosure.
- 9.4 **Standard Disclosures**
Are only required for positions that are exempted from the Rehabilitation of Offenders Act 1974, this includes Accountant and Solicitor. This type of check contains details of both spent and unspent convictions and any cautions held on central records.
- 9.5 **PVG Scheme**
Any individual who is not barred may apply to become a member of the PVG Scheme. The PVG Scheme is administered by Disclosure Scotland and allows employers to satisfy themselves that an individual to whom they are offering regulated work is not barred from doing that type of regulated work. The PVG replaces standard and enhanced disclosures for work with vulnerable groups. PVG Scheme members are continuously monitored for new vetting information and the RCH Group will take appropriate actions if any information comes to light which may indicate that they are unsuitable to do regulated work. As a good practice approach, RCH Group will adopt a three yearly checking cycle for its staff who work in the care service to re-check their suitability.
- 9.6 Disclosure information should only be sought after a candidate has been provided with a conditional offer of employment but prior to the letter of employment. The Disclosure checks are held within the HR team for 90 days and then confidentially destroyed.
- 9.7 **Receipt of Disclosure Scotland Information**
Upon receipt of information from Disclosure Scotland, this will be reviewed by the HR team.
- 9.8 If there are no criminal convictions, no further action is required. HR will record and maintain

necessary details on databases and destroy in accordance with GDPR legislation.

- 9.9 If there are any criminal convictions, the HR team will complete the RCH/RCPM – Risk Scoring for Disclosure Purposes [Risk Scoring for Disclosure Purposes.xlsx](#) and dependent on the “Indication of Risk” score the appropriate actions will be taken and referred to the relevant person i.e. Head of Service, Director or Chief Executive. A decision will be made as to whether or not to proceed with the appointment of this preferred candidate. If it is deemed that the Disclosure Scotland is not satisfactory, the preferred candidate will be advised that they have not met the conditional offer criteria of having satisfactory pre-employment checks. HR will record and maintain the necessary details on databases, and destroy in accordance with GDPR Legislation.
- 9.10 If the preferred candidate is barred from working with protected groups under the PVG Scheme, the job offer will automatically be withdrawn. If this information is received for an existing employee then the relevant Head of Service will be notified. Suspension arrangements will be applied and an investigation will be carried out in accordance with RCH’s Disciplinary, Capability and Dismissal policy. The same arrangements apply for sessional staff. HR will record and maintain necessary details on databases in accordance with GDPR Legislation.

10 Medical Checks/Health Screening

- 10.1 Prior to commencement of employment, a medical check will be completed by the Occupational Health Service to ensure that the candidate is capable of undertaking the job for which he/she is being considered for. Preferred candidates are required to complete a full Occupational Health questionnaire and will be screened; in confidence, by staff from the Occupational Health Service as appropriate.
- 10.2 Preferred candidates who will be exposed to a substance or work activity linked to a particular disease or adverse health effect and there is reasonable likelihood, under the conditions of the work, of that disease or effect occurring and it is possible to detect the disease or health effect will require health surveillance screening from the Occupational Health Service. Health surveillance questionnaires are provided to preferred candidates and these are required to be completed and taken with them to a face-to-face occupational health appointment.

11 Other Type of Employees

Sessional Staff

- 11.1 There may be times when RCH Group require workers rather than employees to resource non-regular work or may want to set up a bank of sessional staff. The main difference between employees and workers is that there is no “mutuality of obligation” where workers are concerned. This means that the employer has no obligation to offer any work and if they do, workers have no obligation to accept it.
- 11.2 Unlike employees, workers do not have all of the employment rights governed by the Employment Rights Act 1996 and other legislation. They do however have certain rights and entitlements, including a minimum wage, breaks, health and safety and discrimination protection, etc.
- 11.3 RCH’s Recruitment and Selection policy and procedure should be used to recruit sessional staff, with the only difference being that they should be issued with a Contract of Work.

Work Experience

- 11.4 RCH Group regularly support work experience requests from local schools and voluntary groups. Work experience is when someone spends a limited time with an employer to learn directly about work and the working environment, although some tasks may be performed it is more an opportunity to watch and learn.
- 11.5 Work experience students of compulsory school age are not entitled to the National Minimum

Wage and all work experience students have no employment rights as a worker.

Agency Workers

11.6 On some occasions RCH Group may be required to recruit an Agency Worker, if so it is the line manager's responsibility to ensure that all pre-employment checks are carried out in with the Recruitment and Selection Policy and Procedures.

12 Equal Opportunities Monitoring

12.1 As part of RCH's recruitment process, equal opportunities monitoring will be undertaken and reported. On completion of the recruitment and selection process, a monitoring report for the post will be completed and include the following:

- Where the post was advertised;
- Gender of applicants;
- Number of applicants with disabilities; and
- Profile of ethnic origin.

13 Records

13.1 Application forms and all recruitment documentation will be stored confidentially for 6 months.

13.2 The successful candidate's recruitment documentation will be held in a personnel file and will be confidentially held within the HR office.

14 Induction

14.1 All new employees will be welcomed with an induction training which will be jointly organised by the HR team and line manager. This will assist the new employee in understanding RCH's aims, strategic objectives, policies and procedures encouraging them to settle in their new role and make a valuable contribution.

15 Procedures Review / Consultation

15.1 The Procedures will be reviewed on 7 February 2026 or an earlier date if required to respond to new legislation, regulations or best practice. Any review will take account of the views of the Trade Unions and staff that use Policy and its Procedures on a regular basis.

8 Key Stakeholders

Joint Consultation Forum
All staff
Remuneration and Nomination Committee

9 Related Documents

- The RCH Group Disciplinary and Dismissal Policy and Procedure
- The RCH Group Grievance and Dignity at Work Policy and Procedures
- The RCH Group Code of Conduct

10 Procedures Owner

Recruitment and Selection Procedure

- HR Manager
- Human Resources Team