

COMPANY NAME:

Hillcrest

POLICY NUMBER:

HR08

POLICY TITLE:

Recruitment and Selection Policy

This document can be produced in different formats, for example, in larger print or audio-format, and in other languages, as appropriate. We promote equality through seeking to eliminate unlawful and unfair treatment on the ground of any protected characteristic, as appropriate.

Policy: Underpinning and Supporting Documents

This policy should be read in conjunction with the following documents:

Other Policies:

- G08 Equality and Diversity Policy
- HR 13 Disclosure Scotland Policy
- HR 19 Secondment Policy
- HR 22 Probationary Contracts
- HR 38 Volunteers Policy

Compliance:

- Data Protection At 2018
- General Data Protection Regulation UK (GDPR)
- The Rehabilitation of Offenders Act 1974

Legislation:

- Equality Act 2010
- Data Protection Act 2018
- Disclosure (Scotland) Act 2020
- General Data Protection Regulation UK (GDPR)
- The Agency Worker Regulations 2010
- The Working Time Regulations 1998

Best Practice:

- Safer Recruitment through Better Recruitment (2023)



1. Policy Statement

Hillcrest recognises the importance of recruiting high quality candidates into roles to support the achievement of organisational objectives and the Service Excellence pillar of the Corporate Strategy. Hillcrest is committed to ensuring that, the best applicants are selected without regard to gender, transgender status, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership.

Existing employees will be encouraged, wherever possible, to apply for vacancies in accordance, and consistent with, the organisation's commitment to continuous personal and professional development.

The Recruitment and Selection Policy follows the Care Inspectorate's Safer Recruitment guidelines.

2. Policy: Principles

- Recruitment and Selection processes will be inclusive, fair and transparent.
- Regular benchmarking and recruitment market testing will be carried out in line with the benchmarking protocol.
- All new positions or changes to existing positions, excluding changes within existing agreed budgets, must obtain approval from the relevant Committee.
- All new positions for Hillcrest Homes must be job evaluated by the Human Resources (HR) Team prior to advertising.
- Any replacement of Chief Executive or Director roles must obtain approval from the Governing Body before the post is advertised.
- All vacancies will be open to existing employees*, (* this will include Agency and Temporary workers) and be advertised through Employee Self Service (ESS).
- Appropriate psychometric and skills tests will be utilised to ensure that the best candidates are selected.
- All applicants with a disability who meet the minimum requirements of the job as set out in the essential criteria of the Role Profile will be guaranteed an interview, under the Disability Confident scheme
- In accordance with the organisation's Equality, Diversity and Inclusion Policy, all reasonable efforts will be made to accommodate the needs of any prospective candidate who may require support and assistance.
- Where appropriate, all relevant stakeholders will be involved in recruitment processes, including people we support and board members.
- All correspondence, application forms, CVs, references, and information obtained during the interview process will be treated in the strictest confidence.
- New employees should successfully complete their probationary period prior to applying for any advertised roles. Exceptions to this, may be made, following discussion with the relevant HR Business Partner. Employees should not apply for a role whilst in their probationary period until approval to apply has been granted.
- Consideration will be given to whether a vacancy can be filled by offering a Secondment opportunity to internal staff, prior to advertising externally. This is in line with Hillcrest's commitment to continued staff development.
- Agency staff will only be used when all other recruitment processes have been exhausted with the exception of Executive and Senior Leadership roles where professional agencies may be used to support the recruitment process.

In certain circumstances, it may be appropriate and practical to fill a vacancy without a competitive selection process, for example:

- Redeployment due to redundancy or in relation to making a reasonable adjustment for an employee with a disability.
- Where there are overriding operational considerations of an exceptional nature.
- Where a similar vacancy has been advertised within the last 3 months.
- Where the post will last for a period of less than three months.

- Where a post can be filled by increasing current employee working hours (up to a maximum of 20%).

All appointments will be subject to a Right to Work in the UK check, satisfactory references, confirmation of fitness to undertake the role, qualification check (where applicable), driving licence check (where applicable), and the appropriate level of Disclosure Check.

3. Policy: Responsibilities

Hillcrest responsibilities

- To ensure that recruitment processes are designed to support decision-making based on candidates' suitability for the role.
- To provide training for Managers in relation to recruitment and selection skills.

Management responsibilities

- Where there is a requirement to create a new position, that justification is presented in line with budget planning.
- To ensure that shortlisting, interviewing, and selection is conducted without regard to gender, transgender status, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership.
- Where necessary, make reasonable adjustments to processes and timescales for candidates with a disability.
- To schedule interviews using the Interview schedule page in iTrent and providing candidates with appropriate time to prepare.
- To ensure that the interview will focus on values, the needs of the position and the skills needed to perform it effectively.
- To ensure that the questions asked of job applicants are not in any way discriminatory or unnecessarily intrusive.
- To ensure a record of every interview is made and submitted to the HR Department.
- To ensure that all recruitment paperwork is submitted to the HR Department as stated in attached procedure.
- To provide timely outcomes by telephone to all candidates following interview, including successful and unsuccessful candidates.
- To provide timely feedback to candidates where requested, following an unsuccessful interview.
- Ensure HR are involved in the selection process for Senior Manager level and above, providing a minimum of 2 weeks' notice to attend.

- Comply with Disclosure Scotland, PVG and Right to Work in the UK procedures through the application of relevant policies and procedures.
- To comply with regulatory body requirements such as Scottish Social Services Council.

Human Resource Department responsibilities

- To ensure that managers are appropriately trained on recruitment and selection processes and procedures.
- To ensure that recruitment and selection processes are inclusive, fair and transparent.
- To assist managers in identifying the most effective and efficient recruitment channels for vacancies.
- To carry out regular benchmarking and market testing in line with the benchmarking protocol.
- To ensure compliance with all relevant legislation detailed above.
- Process all vacancies in line with requisitions raised through iTrent by Managers.
- To make suitable arrangements and provide feedback where psychometric testing is used as part of the recruitment process.
- To send out interview invitations based on the Interview schedule created in iTrent by the Manager.
- To send formal notification advising candidates of an unsuccessful interview, following the contact from the hiring manager.
- To initiate the onboarding process and conduct pre-employment checks and associated administration following an offer of employment.
- Attend all interviews at senior management level and above or where requested in advance.

Policy Document Governance and Management

Author/ Lead:	Rebecca Kippen	
Version number:	Version 3	
Current version referred for approval to:	Audit and General Purposes Sub-Committee	
Current version approved:	08/10/2025	
Date of next review:	08/10/2030	
Date of Equality Impact Assessment:	11/08/2025	
Date of Privacy Impact Assessment:	Click here to enter a date.	N/A ☐
Date of Environmental Impact Assessment:	Click here to enter a date.	N/A ☐

Procedure Contents

1. Introduction.....	7
2. Advertising Procedure.....	8
3. Interview and Shortlisting Arrangements	9
4. Recruitment Decisions	10
5. Retention of Applicant Information	11
6. Recruitment Agency Usage	12
7. Appointments without competition (not advertised)	12
.....	12
Procedure Document Governance and Management.....	12

COMPANY NAME:

Hillcrest

PROCEDURE NUMBER:

HR08

PROCEDURE TITLE:

Recruitment and Selection Procedure

This document can be produced in different formats, for example, in larger print or audio-format, and in other languages, as appropriate. We promote equality through seeking to eliminate unlawful and unfair forms of discrimination, as appropriate.

1. Introduction

Hillcrest recognises that effective recruitment is vital to the long-term success of the organisation in finding the right people for the right roles at the right time. The procedure is designed to ensure that a fair and consistent process is used when attracting and selecting individuals into a job role.

2. Advertising Procedure

1. Prior to advertising the position, the Recruiting Manager must consider the requirement to recruit. This includes reviewing the workload to decide if a like for like replacement is needed. The Recruiting Manager should also consider any anticipated or planned organisational changes within their decision making prior to the post being advertised.
2. Managers who wish to offer a secondment opportunity should stipulate this in the advert and ensure that any applications for a secondment opportunity include the signed permission form from the applicant's existing line manager as detailed in the Secondment Policy.
3. Advice can be sought from the HR Administration and Recruitment Team Leader or an HR Business Partner in relation to advertising vacancies.
4. The HR Department will process all vacancies (internal or external) upon notification that a Requisition has been raised and authorised in iTrent.
The Requisition must have a Draft Advert and Role Profile attached in order for the HR Department to process. A Service Descriptor must be attached for Hillcrest Futures vacancies. These documents can all be found on the Recruitment page on the Staff Hub.
5. Any changes to approved Role Profiles must be discussed and updated with the HR Business Partner. Significant changes to a Role Profile for a Hillcrest Homes position may result in the Role Profile requiring re-evaluation by the HR Business Partnering team, which may impact the Grade of the position.
6. All internal vacancies will have a minimum of one week closing date from the date of advertisement. It is recommended that external vacancies will have a minimum of two weeks closing date from the date of advertisement. Any external vacancies advertised for less than two weeks should be discussed with HR Business Partner.
7. All advertised posts will include as standard:
 - Application or Application with the provision to upload a CV (where CVs accepted)
 - An Application Pack consisting of:
 - Role Profile (Job Description and Person Specification combined)
 - Service Descriptor (Hillcrest Futures only)
 - Conditions of Service
 - Equality and Diversity Monitoring Details Form (this is optional for applicants to complete and Recruiting Managers do not have access to this information).

3. Interview and Shortlisting Arrangements

1. In addition to the Recruiting Manager who raised the Requisition, the recruitment panel (those shortlisting and interviewing for the post) will have access to the Requisition and applications immediately after the post is advertised. [Click here](#) to access the Recruiting Manager and Senior Recruiting Manager Guide.
2. The recruitment panel are responsible for shortlisting candidates who have applied for the post using the Recruitment module in iTrent. A minimum of two of the recruitment panel should be responsible for the shortlisting process in line with Safer Recruitment guidelines.
3. The shortlisting process should be concluded within five working days of the Requisition closing, and the Recruiting Manager should arrange interviews by creating these in the Interview schedule page in iTrent.
4. For Hillcrest Futures, it is best practice to include the views of the people we support in the recruitment of staff where possible. This could be directly as part of the recruitment process or indirectly through the design of interview questions or exercises.
5. Interview arrangement emails should include details of additional exercises to be used as part of the selection process. It is good practice to use at least two forms of selection.
6. Where psychometric testing is required, Recruiting Managers should ensure that adequate time is allowed to carry this out prior to interview.
7. Upon notification that Interview schedules have been created in iTrent, the HR Department will send the interview invitations out to candidates.
8. Recruitment panel members can access all interview documentation by accessing the Requisition details page in iTrent where the Application forms can be downloaded or printed, the Application Pack can be downloaded and printed, and the Recruitment page on the Staff Hub where Interview Assessment sheets can be accessed, downloaded and printed.
9. Ideally recruitment panels will comprise of a minimum of three people with a designated Chair, where this is not possible the minimum panel for an interview is two people. In the majority of interviews, the Recruiting Manager will act as the Chair of the panel. The Chair is responsible for arranging the selection panel and ensuring the completion and return of all recruitment documentation to the HR Department.
10. A member of the HR Department will attend all interviews at management level or above. Line Managers can request HR to attend any other interviews as and when required.
11. Interview questions, assessment forms and associated notes should be fully completed by the recruiting panel and forwarded to the HR Department at Recruitment@hillcrest.org.uk. It is the Chair's responsibility to ensure that this information is returned.

* In some cases, such as large-scale recruitment, it may be beneficial for managers to invite individual candidates to interview on receipt of an application which meets the essential criteria. This must be discussed and agreed with the HR Business partner in advance with the HR Assistant being advised of interview arrangements.

4. Recruitment Decisions

1. Following the interview process, the Chair will contact the successful candidate(s) by telephone to make an offer of employment. All offers of employment must be made subject to a Right to Work in the UK check, confirmation of the candidate's fitness to undertake the role, two satisfactory references, qualification check (where applicable), driving licence check (where applicable) and a satisfactory Disclosure check at the appropriate level.
2. The Chair will also contact the unsuccessful candidate(s) by telephone to advise of the interview outcomes and provide feedback where requested.
3. On receipt of fully completed [Interview Assessment Sheets](#) the HR Department will send out confirmation of interview outcomes to unsuccessful candidates, and initiate the onboarding process, including issuing a formal conditional offer to successful candidate(s) subject to the above conditions.
4. In the case of external candidates, the HR Department will request two references, conduct necessary Disclosure checks, liaise with occupational health in relation to the candidate's fitness to undertake the role (where appropriate) and verify documentation to demonstrate the Right to Work in UK. Two references must be obtained in line with Safer Recruitment guidelines.
5. In exceptional circumstances, a candidate may start employment subject to a second satisfactory reference being obtained from the new line manager after eight weeks of being in post. This is where a satisfactory reference is received from the current or most recent employer. Approval must be given by the HR Business Partner and relevant manager and all options of obtaining a second external reference must have been exhausted and documented by the HR Department prior to reaching this decision.
6. Where the candidate is internal, one reference should be taken from their current line manager, and an appropriate Disclosure check should be sought where applicable.
7. Following the acceptance of a position, any other 'live' applications for an applicant will automatically be withdrawn.
8. Once the necessary checks have been completed the HR Department will liaise with the Recruiting Manager to arrange a start date for the candidate.
9. On day one of employment for all new starts, line managers will take a photocopy of the original pieces of identification that the individual used for the purposes of completing their Right to Work in the UK check. They will sign to verify the documents and send to the HR Department at Recruitment@hillcrest.org.uk where HR will save these documents to the employee's file.

10. The HR Department require a minimum of ten working days' notice to any new start date that is agreed.
11. Where the Disclosure contains information relating to for example, any convictions, or admonishments the "[Risk Assessment Framework Tool](#)" must be used to establish whether the candidate will or will not be employed. The Head of HR and Organisational Development (OD) and Line Manager will jointly conduct this assessment.
12. A Disclaimer may be used in very limited circumstances to allow a new employee to start with the Organisation, prior to us being in receipt of a Disclosure Check. Approval must be given by the Head of HR and OD. Only individuals who have advised that there are no unspent convictions to declare, should be eligible to start on a Disclaimer.
13. Employees requiring a PVG check starting in a regulated role are not permitted to commence work on a Disclaimer. With effect from 01 April 2025, it is a legislative requirement that the Organisation must be in receipt of a PVG Record for all employees carrying out regulated roles prior to the commencement of their employment.
14. In situations where the recruitment checks have identified an issue, the HR Business Partner will discuss the best course of action with the manager and take any necessary action, for example, withdrawing the offer of employment. Where the necessary course of action is to withdraw the offer of employment, the manager will contact the candidate by telephone to confirm, and the HR Department will follow up in writing with a Withdrawal of Offer letter.
15. If a similar position becomes vacant within a period of three months an offer can be made to an appointable candidate (next highest scoring) without repeating the full recruitment process.

5. Retention of Applicant Information

Applicant information for applicants who have been unsuccessful during the recruitment process, whether unsuccessful or if they have been withdrawn during the recruitment process will be stored for six months, then deleted in line with Hillcrest's retention schedule.

6. Recruitment Agency Usage

Where a manager has been unable to fill a position using our standard recruitment process, it may be necessary to approach Recruitment Agencies. We are only permitted to use the approved Recruitment Agencies within the Hillcrest's Agency framework, with the exception of recruitment for the Executive Leadership Team and Senior Leadership Team. For more information regarding the use of Recruitment Agencies, please contact the HR Administration and Recruitment Team Leader.

7. Appointments without competition (not advertised)

Where it is considered appropriate or practical to fill a vacancy without a competitive selection process. The rationale for doing so should include an assessment of the potential impact, and approval sought in advance from the Head of HR and Organisational Development.

There may be occasions when job matching is used as part of organisational change. This involves the process of assimilating existing members of staff into new roles within the revised structure. Where job matching is appropriate, the HR Department will advise on the process.

Procedure Document Governance and Management

Author/ Lead:	Rebecca Kippen
Version number:	Version 3
Current version referred for approval to:	Head of HR & Organisational Development
Current version approved on:	11/08/2025
Date of next review:	11/08/2030
Date of Impact Assessment:	11/08/2025