

# Recruitment Factsheet

Prepared by: Belinda Siggers, Regional Assessor

United Kingdom Home Care Association Ltd  
16 Didcot Road  
Nuffield Industrial Estate  
Poole  
Dorset  
BH17 0GD

Telephone: 01202 683222  
E-mail: [training@ukhca.co.uk](mailto:training@ukhca.co.uk)  
Website: [www.ukhca.co.uk/training](http://www.ukhca.co.uk/training)

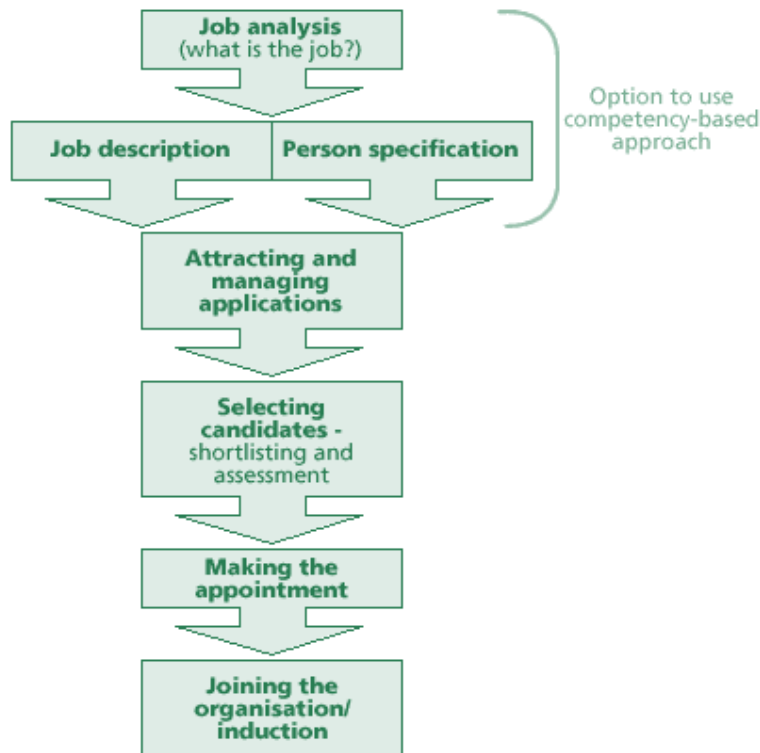
United Kingdom Home Care Association Limited, Registered Office: Group House, 2<sup>nd</sup> Floor, 52 Sutton Court Road, Sutton, Surrey, SM1 4SL,  
Registered in England: 3083104

Organisations need to ensure particular rigour and vigilance when recruiting people to work with children and vulnerable adults.

This will help reduce staff turnover and all the costs associated with recruiting new staff.

### The Recruitment Process

This figure gives an overview of the main stages in good practice recruitment and selection.



### Job Analysis, Description and Person Specification

The requirements of the position should be clearly stated within the Job Description, i.e. detail of what the job entails. The Person Specification should clearly state what kind of person is required for the position. Desirable qualifications or personal attributes etc should be indicated.

### Attracting and Managing Applicants

1. Closed Searches: This method is cost effective and limited to a particular group. Simple selection methods can be used. Examples are:
  - Word of Mouth: employees introduce other people to the organisation and they are often given a referral bounty if the new recruit stays for a set period
  - Links with colleges and other training institutions: this helps to recruit younger workers and people who are changing careers
2. Open Searches: This method attracts a lot of candidates. However, the selection process should be stringent enough to identify the most suitable ones. Examples are:
  - free local newspaper and specialist press adverts
  - after school clubs
  - neighbourhood and supermarket notice boards
  - job centre plus, etc
3. E-Recruitment: Vacancies can be posted on the organisations website and you can also select from a range of applicants from the UKHCA recruitment portal

### Selecting Applicants, making the appointment and joining the organisation

Applicants selected should meet the criteria specified in the person specifications and they should have demonstrated in their application the potential ability to perform the job role identified.

The selected applicants should then be invited for an interview to further assess their suitability. Successful applicants will then be given a letter inviting them to join the organisation, after which they will be inducted etc should they wish to join.

## The recruitment process should always meet the following criteria

- **Practicability:** it should be acceptable to all parties and economical in terms of costs and benefit
- **Sensitivity:** Care should be taken to ensure that employment decisions do not disadvantage or exclude applicants on grounds of race, sex etc. Employment decisions should be based on an applicant's ability to do the job
- **Reliability:** the recruitment and selection process should be consistent. All applicants must meet the same criteria
- **Validity:** the selection method should be relevant to the job requirements

## General Tips

The recruitment process is not just about employers identifying suitable employees for the future, it's also about candidates finding out more about the business, and considering whether the organisation is one where they would like to work for.

Advertisements should be clear and indicate the:

- outline requirements of the job
- necessary and the desirable criteria for job applicants (to limit the number of inappropriate applications received)
- nature of the organisation's activities
- job location
- reward package / Rate of pay
- job tenure (for example, contract length)
- details of how to apply
- They need to appeal to all sections of the community using positive visual images and wording

## Interview questions

### General tips for asking questions include:

- Avoid asking closed questions to which the candidate can simply answer 'Yes', 'No', or 'That's right'. Ask open questions, such as those starting with 'what', 'when', 'why', 'where' and 'how'
- Avoid asking questions that give away the answer you are looking for
- Ask one question at a time. Asking multiple questions will confuse the candidate
- Use hypothetical questions to find out how candidates would react or behave in specific situations that could be encountered on the job
- Use behavioural questions that focus on past events and critical incidents in a candidate's life. This helps to identify occasions when the candidate has demonstrated the abilities or behaviours most relevant to the job. For example, 'Tell me about a time when you had to make a particularly difficult decision'. Probing supplementary questions to establish, for instance, the circumstances, the candidate's reaction and what action they personally took can also be asked

### Preparing for the interview itself:

- Base interview questions on a comprehensive, accurate and up-to-date job description
- In framing questions for unstructured and semi-structured interviews, refer to the CV or application form so that any inconsistencies or omissions can be followed up
- Consider in advance how information collected at the interview will be used to assess the performance of candidates. Will a scoring system be used to help make comparisons? Will the interview be used alongside other activities as part of the selection process?
- Allow time during each interview for candidates to ask questions and make sure that the interviewer has sufficient information about the job to answer any reasonable question
- Take brief notes during the interview but not at the expense of the dialogue; allow time in the schedule to write longer notes immediately after each interview
- Try to let the candidate know the timescale for informing them of the outcomes of the interview

UKHCA holds regular workshops on recruitment in the UK. For more information, please contact:

Wosiela Bobie, Human Resources Manager Tel: 0208 288 1714 e-mail: woseila.bobie@ukhca.co.uk

## **The Legal Framework**

### **The Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 and The Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003**

This overrules the employment rights an ex-offender would otherwise have in respect of spent convictions in order for employers to have additional information when recruiting for certain 'exempted' occupations. These include those that bring the job-holder into contact with vulnerable groups. Where the employer states clearly on the application form or at interview that the job applied for is exempted, ex-offenders will have to disclose information about spent as well as unspent convictions. For more information on employing ex-offenders, see the section below on criminal record information. (*Refer to Risk Assessment Toolkit on the UKHCA website*)

### **Part V of the Police Act 1997**

This Act created the Criminal Records Bureau (CRB) (in Scotland, the equivalent organisation is known as Disclosure Scotland) to help organisations in the public, private and voluntary sectors make safer recruitment decisions when identifying candidates undertaking certain work, particularly that involving work with children or vulnerable adults. When jobs meet the relevant criteria, organisations registered appropriately with the CRB can apply for criminal record checks (known as 'disclosures'). See below for more information on disclosure.

### **The Protection of Children Act 1999, The Protection of Children (Scotland) Act 2003 and The Criminal Justice and Court Services Act 2000**

The Protection of Children Act 1999 (PoCA) makes it an offence for any organisation to offer employment involving regular contact with children to anyone who has been convicted of certain specified offences, or is included on lists of people considered unsuitable for such work held by the Department for Education and Skills and the Department of Health. It is also an offence for people convicted of such offences to apply for work with children. Schedule four of the Criminal Justice and Court Services Act 2000 lists the offences that would automatically bar the offender from working with children. These include various kinds of violence and sexual offences.

### **Care Standards Act 2000 (England and Wales only)**

As well as improving the quality of care services, this Act aims to protect vulnerable people who use these services. It creates a Protection of Vulnerable Adults (POVA) list, similar to the provisions for children. Individuals are included on the list if they have abused, neglected or otherwise harmed vulnerable adults whether or not in the course of employment; acting as a workforce ban. POVA checks are requested as appropriate from the Criminal Records Bureau.

### **The Protection of Children and Vulnerable Adults (Northern Ireland) Order 2003**

This implements a similar scheme to the PoCA/POVA schemes which are in force in England and Wales.

### **Education Act 2002 (England and Wales only)**

Under section 142 of the Education Act 2002, a person may be banned from working with children. Orders made under this act are contained in a CRB Disclosure.

### **Conduct of Employment Agencies and Employment Business Regulations 2003**

This requires employment agencies to vet temporary staff who work with vulnerable groups such as children, the elderly and the infirm. They are required to carry out additional checks including obtaining copies of relevant qualifications, two references and taking all reasonable steps to confirm the individual's suitability for the post. If new, adverse information later emerges, they must withdraw the temporary worker or inform the employer where the worker has been supplied on a permanent basis.

All the relevant legislations on discriminations should also be adhered to.