RECRUITMENT & SELECTION POLICY

& PROCEDURES

January 2015

Approved by: tbc

Date to be next reviewed: April 2017
Overview of Process

Vacancy

Consult HR

Vacancy Authorisation Process

Vacancy Approved

Internal Skills

Yes

Advertise Internally

Response

No Response

Externally advertise

No

Need Specialist Assistance

Speak to HR & Procurement

Use SG Framework

Short listing by at least 2 SCRA trained short listers
Taking account of P.A.D.P. requirements (section)

Invite shortlisted to Interview

giving minimum 1 weeks notice
unless date set in advert

Arrange any pre-interview assessments

Interviews with at least 2 SCRA trained staff

Record answers and final decision on appropriate paperwork

Organise OH, PVG and BPSS

Advise successful candidate(s) once all relevant docs received

Await acceptance

Advise unsuccessful candidate(s)

File documents
1. **Policy Statement**
   Recruiting and selecting the right people is vital for SCRA to meet our strategic goals and objectives. SCRA’s Recruitment and Selection policy, procedures and practices are designed to enable this.

   SCRA is committed to achieving the UK and Scottish Governments’ aims of making a fairer and more equitable society for all. SCRA undertakes to ensure that the most suitable candidate for each post is selected on the basis of their relevant merits and abilities and that no employee or job applicant receives less favourable treatment or consideration on the grounds of their age, disability, ethnicity, gender, marital status, religion or belief, sexual orientation, trade union membership or is disadvantaged by any conditions of employment or requirements which cannot be justified for operational reasons.

2. **Principles**
   Appointments must be based on merit. Principles including fairness, credibility and equal employment opportunity underpin SCRA recruitment and selection.

3. **Roles and Responsibilities**
   The Human Resources Manager is responsible for providing clear guidance and advice to all managers on recruitment and selection. The HR Manager will also carry out regular audits of recruitment processes and be responsible for managing any complaints.

   The recruitment process will, excepting appointment to the post of Principal Reporter/Chief Executive, be the responsibility of the relevant manager(s) supported by members of the HR team. It is the responsibility of each manager to ensure they have received recruitment and selection training within the last 2 years from the HR/OD team and they adhere to the procedures.

   Board Members will normally be involved in appointments to the posts of Directors and, where appropriate, Heads of Service.
RECRUITMENT AND SELECTION PROCEDURES

1. Introduction

1.1 This document outlines the recruitment practices, processes and procedures in SCRA.

1.2 The principles and practices described in this document apply to all permanent, temporary, full-time, part-time and job-share recruitment within SCRA. Where a vacancy exists which requires an existing employee to “act up” to cover for the absence of the post holder (due to maternity leave, sickness, etc.), or pending the appointment of a new post holder, a decision may be taken to waive these procedures in consultation with Human Resources Team.

1.3 The Human Resources Team is the source of professional advice and guidance in all matters pertaining to recruitment and selection within SCRA and also provides support to managers at all stages of the recruitment process. Managers should contact the Human Resources Team for advice and guidance on any aspect of these guidance notes or in relation to legislation/best practice governing the recruitment process.

2. Management of a vacancy

2.1 When a vacancy arises Managers must follow SCRA's Vacancy Management Process outlined in Appendix 4.

2.2 Publicising the Vacancy

SCRA is committed to the development of its existing workforce and all vacant posts are advertised internally, with internal advertisements displayed on Connect. Certain posts may, where considered appropriate, be advertised internally only in the first instance. SCRA has agreed, in partnership with UNISON, to advertise posts for a minimum of 10 days of which 8 will be working days. Managers of staff who are absent from their workplace or don’t have access to Connect are responsible for making them aware of all relevant internal vacancies.

Externally advertised posts will be placed on SCRA's website and on/in appropriate media by the HR/Business Teams.

Posts will be advertised using SCRA's approved standard wording unless otherwise agreed by the HR Manager/Business Partners. Adverts for specialist posts will be created by the Human Resources Team.

Where posts are advertised internally only in the first instance, anyone currently working for SCRA under a contract of employment is eligible to apply, which includes agency staff once they have accrued 12 weeks service.

SCRA will not normally use recruitment agencies to fill vacancies. Approval for the use of recruitment agencies should be sought from the Human Resources Manager. If this option is used SCRA will normally use Government approved recruitment agencies.

2.2 Re-employment of Former Staff

SCRA will only consider former staff of SCRA, who left the service with an enhanced Voluntary Early Retirement/ Voluntary Redundancy package, for sessional employment (up to 6 weeks work at a time) in a different role to that of their previous substantive employment. In normal circumstances, former staff must have no more
than two contracts per annum. Recruitment of all former staff must adhere to Scottish Government policy.

In relation to former staff who have retired on ill health grounds, permanent employment may be considered providing the individual has been assessed as fully fit for the proposed employment by SCRA’s Occupational Health Advisers.

2.3 Appointment of Previously Unsuccessful Candidates
When a vacancy occurs within six months of the same or an identical vacancy having been filled and there are no suitable internal candidates for the post, managers may consider previously shortlisted applicants who met the essential criteria for the post and performed satisfactorily at interview. Appointment will be subject to satisfactory references, PVG clearance and a pre-employment health check.

2.4 Suitability of the post for job sharing
SCRA’s general policy is that full-time posts can be considered for job sharing, unless it can be shown:
- is likely to significantly reduce the effectiveness with which the duties of the posts can be carried out, or
- it would impose a severe administrative, managerial or financial burden on the operation of the office or post. For example a direct span of control for a line manager of more than a 10 staff (headcount) is undesirable.

If a high percentage of the jobs in the office are already non standard hours, job sharing may be refused. If a senior manager deems that a post is not suitable for job-sharing this should be clearly stated at interview or clarified to applicants if they ask during the application process.

2.5 Information for Applicants
Prior to the implementation of an electronic application process, candidates must be able to receive electronically or by mail, the following:
- Covering letter (for telephone enquiries)
- Copy of Advertisement (for telephone enquiries)
- Job Description
- Person Specification
- Terms and Conditions of Service Information (for telephone enquiries)
- Job Application Form and
- Equal Opportunities Form
- Notes on Application Form
- Additional background information about the department/post (if appropriate)
- Relevant recruitment and selection information e.g. date of possible interviews, assessment centres or occupational testing.

3.4 Method of Application
All candidates (whether internal or external) should complete SCRA’s standard job application form/process unless otherwise advertised and agreed by the HR Manager.

The use of an application form/process ensures that applicants provide the required information in a consistent and standard way which allow short listers to assess and compare them systematically. Candidates may also be asked to provide additional information specific to a particular post.

Requests for application forms in a different format should be discussed with the HR team.

3.5 Submission of applications
Until implementation of an on-line application process, candidates may submit a standard application form either by post or e-mail.

If a candidate who submitted their application electronically is shortlisted and invited to interview, they will be required to sign their application form at interview.

All applications will normally be acknowledged by SCRA within a week of their receipt.

Applicants will be required to sign their application form prior to any offer of employment being made.

3.6 Speculative Enquiries

Individuals making a speculative job application or casual enquiry about employment with SCRA should be advised that recruitment is currently by application in response to specific advertised vacancies on our website: [www.scra.gov.uk](http://www.scra.gov.uk). They should be invited to apply for suitable vacancies in future and encourage them to look at our website for more information on our generic posts.

4. SHORT LISTING

4.1 Short listing

Short listing of candidates must be carried out by at least two members of the interview panel, one of whom should have line management responsibility for the post to be filled. Managers are encouraged to consider the skills, competencies, knowledge and experience that an applicant may bring to a role in a holistic way when shortlisting candidates for a post. The interview panel must comprise of both male and female panel members to ensure fair and balanced decisions can be made. All members of an interview panel must have attended recruitment and selection training (full or update sessions) in the past three years.

4.2 Contacting Shortlisted Candidates

A minimum of one week's notice of interview should be given to shortlisted candidates, although generally more notice is preferable.

Candidates who are not shortlisted for interview will normally be informed that they have been unsuccessful, normally no later than 4 weeks after the closing date for the post.

4.3 References

References for Applicants

References are sought to obtain factual information regarding the applicant and their suitability for the post. SCRA requires at least two written references for an applicant or a reference from each employer over the past 3 years.

One must be from an applicant's current or most recent employer. A second or subsequent reference should ideally be from a previous employer or educational establishment. Character references may be provided for individuals who have not been in employment.

Ideally references should be obtained prior to interview.

Under the terms of the 'subject access right', the Data Protection Law states, that an individual can request to view a reference provided to a prospective employer. This right of access is clearly stated on the standard reference request letter in order to inform referees that this condition applies and to aid a referee in making an informed decision as to whether to supply a reference and the nature of its contents.
References for SCRA staff
Should any current employee be asked to provide a reference in a work capacity on behalf of SCRA for existing or former staff, they must forward a copy of the intended reference to the Human Resources Team for endorsement prior to issue.

SCRA as an employer is under certain legal obligations in connection with the provision of a reference. There is an obligation for the content of the reference to be accurate and fair, and not to be negligent or misleading by any omission. As an employer, SCRA can be held liable for any loss suffered as a result of a breach of this duty of care.

SCRA standard references will normally only confirm start and end dates of employment and the post occupied.

SCRA line managers are normally expected to share with the member of staff concerned the contents of any reference supplied. Any proposed departure from this arrangement must be discussed with the HR Business Partners/Manager.

4.4 Guaranteed Interview Scheme
SCRA has a diverse, skilled and motivated workforce and our aim is to ensure that this approach to recruitment continues. As an organisation we recognise that employing disabled people can help achieve this aim. We also recognise that staff can develop disabilities at any point in their career with SCRA. SCRA has therefore committed to the Government’s Guaranteed Interview Scheme (GIS) for Disabled applicants and has been awarded authorisation to use the ‘Positive About Disabled People’ logo on all recruitment and selection documents.

More details on the scheme can be found in the Managers’ Guidance Notes.

The GIS requires that if a disabled applicant, whether they are internal or external applicants, meets all the minimum or essential criteria for the job applied for, they should be shortlisted for interview.

5. THE INTERVIEW & ASSESSMENT PROCESS

5.1 The purpose of the interview is to assess, in conjunction with other selection methods, the extent to which the candidate meets the criteria contained in the person specification and to give the candidate information about the job. It is, therefore, a two-way process. Interviews, as the sole assessment method, do not guarantee a successful appointment.

5.2 The selection process will be structured in order that it is a professional and valid selection method. Competency based recruitment will form the basis of the selection criteria in line with best practice. The competencies assessed will be directed related to the role and in line with agreed national standards.

5.3 Interviews may include additional assessment techniques where appropriate. SCRA in consultation with UNISON, have jointly agreed that occupational assessments and other assessment techniques such as presentations will form an appropriate element of the recruitment and selection process but will never be employed as the exclusive method of selection.

5.4 Where there is anticipated high volume of applicants, assessment centres may be run by SCRA’s HR Team. Such centres will follow best practice and may be a selection tool used to carry out initial screening of applicants.
5.5 SCRA has been working with partners to involve children and young people in selection processes to ensure that staff employed into a child centred organisation can evidence suitable child friendly competences.

6. **FINAL DECISION PROCESS**

6.1 SCRA recognises that interviews on their own do not ensure that the best candidate is appointed. Interviews are one part of SCRA’s recruitment and selection processes which ensure a higher likelihood of appointing a suitable candidate for the post. The various processes which should ensure the appointment of a suitable candidate are good policies and procedures, suitably trained staff involved in the process, clear job descriptions and person specifications, clearly structured interviews and suitable assessment tools (occupational tests, presentations, references etc) which link to predetermined competencies and skills.

6.2 **Evaluating Candidates**

Normally at the end of the interview day, the panel will summarise and agree the performance of each candidate.

Interview questions for each candidate should be individually assessed against a detailed justifiable ideal answer. Usually, responses are rated using the following 5 point scale:

**Scoring:**
1. Below Standard – unacceptable
2. Below standard – development required
3. Meets Required Standard
4. Above Standard
5. Exceeds Requirements

The purpose of the final selection stage is to assess shortlisted candidates against the criteria set out in the person specification. It normally involves an interview used in conjunction with information from other sources e.g. application form, references etc. The selection process should provide enough evidence for the interview panel to be able to assess and select an individual who matches the skills, knowledge and experience outlined in the person specification.

If all the selection methods have been completed, an evaluation of each shortlisted candidate should be made with the panel chair taking the lead role in summarising the information from all elements of the process, including:

- Interview
- Occupational/ability assessments
- Presentations
- References

Panel members should aim to reach a consensus about each candidate. The chosen candidate should be the one who most closely meets the person specification and is the strongest candidate i.e. has the highest interview scores and best fit in terms of other assessments.

An Interview Question Scoring Sheet (representing the collective views of the interview panel) should be completed by the panel chair to record the selection decision and the rationale behind this. Interviewers should be aware that their reasons for appointing or not appointing a particular candidate may be challenged.
under discrimination legislation. Interview Question Scoring Sheets and all interview documentation should be returned to the Human Resources Team/Regional Teams for confidential storage. Interview records for non-appointed candidates are retained for six months and then disposed of confidentially. Those for appointed candidates are kept on their personal file.

6.3 **What if there are differences of opinion/doubts?**
The panel must not appoint a candidate if they have any doubts about their suitability for the post. In these circumstances, the panel chair will contact the Human Resources Team for advice.

6.4 **Job Share Candidates**
In making an appointment, the aim is to select the best candidate(s) for the job(s). Since prospective job-sharers will be considered alongside other candidates, panel members may be required to decide whether to select one full-time post holder or two-job sharers. Initially, all candidates should be evaluated individually. It may then be necessary to compare the overall suitability of two job share candidates with that of a full-time candidate. An offer of employment on a job share basis is conditional on filling both halves of the post.

6.5 **Pre-employment Health Screening**
All applicants selected for interview will be required to complete a pre-employment medical questionnaire. The form for the successful candidate will be assessed by SCRA’s Occupational Health (OH) Service. OH may contact or arrange to meet an individual if they require any further information. Offers of appointment to new SCRA staff or existing staff with known medical difficulties cannot be made until OH has passed the individual as “Fit to work” and SCRA has agreed that they can make any reasonable adjustments proposed.

6.6 **Notifying Candidates**
Both successful and unsuccessful interviewees should be informed in writing of the final outcome of the interview, normally within 2 weeks of the interview date.

6.7 **Feedback**
Candidates will be given the opportunity to discuss how they performed during the selection process. All applicants who indicate their disability under the GIS scheme must be given feedback as to the reasons for non-short listing or non-appointment.

6.8 **Starting Salary**
An individual’s starting salary must be in line with the grade for the post.

It is anticipated that new entrants to SCRA will be placed at the minimum of the scale. Exceptionally, where the panel chair is able to evidence that a candidate’s skills and experience merit consideration for placement above the minimum of the grade they should make a case to the Human Resources Team. Consideration will be given at this point to ensure that appropriate discrimination and equal pay legislation is complied with. The rationale behind the decision to appoint above the minimum and evidence of the applicants current earnings will be kept in their personal file for the duration of their employment.

6.9 **Disclosure Scotland**
Disclosure Scotland Application Forms must be completed by all candidates short-listed for a post within SCRA. All SCRA staff are required to have The type of post being recruited for will determine what level of Disclosure is required.

The resulting Disclosure Form received from Disclosure Scotland will contain details of all criminal convictions, if any spent or unspent under the Rehabilitation of
Offenders Act 1974. Offers of appointment to new staff cannot be made until satisfactory clearance has been received.

6.10 Offer of Appointment
An offer of appointment cannot be made until SCRA has received satisfactory written references, medical clearance, PVG clearance* and confirmed the individual complies with Home Office UK Border Service requirements.

* (unless the individual is already employed by SCRA)

6.11 Contracts of Employment/Post Interview Correspondence
Contracts of employment can only be issued by Reporter Managers and Directors/Heads of Service. All post interview correspondence, including regret letters are issued by the Human Resources Team/Regional Teams.

Forms for the payment of interview expenses as well as travel and removal costs must be submitted for authorisation and payment to the Director of Human Resources, Reporter Managers or a specific nominated management representative. In all cases receipts must be provided. Please see SCRA’s Relocation Policy in the Managers’ Guidance.

6.12 Record Keeping
Records will be help in line with SCRA’s Employment Records Retention Policy.

7. Appeals

7.1 Applicants for posts with SCRA have the right to appeal if they consider that they have been unlawfully discriminated against during the selection process. This does not affect their independent right of complaint to an Employment Tribunal under relevant legislation.

7.2 Appeals Procedure
(i) The complaint must be made in writing to the Director of Human Resources as soon as possible after receipt of notification of the outcome of the application (but no later than 2 weeks after that date).

(ii) On receipt of the complaint the Director of Human Resources will:-
• if feasible and appropriate, “freeze” the appointment pending the outcome of an investigation; and
• ask the Human Resources Manager/Adviser to investigate the complaint and report back within 2 weeks.

(iii) In investigating the complaint, the Human Resources Manager/Adviser will interview all relevant persons including the complainant and will be given access to all documents used during the selection process.

(iv) In the light of the Human Resources Manager/Adviser’s report, the Director of Human Resources will determine what action, if any, to take.

7.3 Remedies
If the Director of Human Resources upholds a complaint, the remedy offered will aim to restore, as far as possible, the complainant’s position in the selection process. Thus, for example:-

(i) Unjustified exclusion from the shortlist may be remedied by reinstatement to the shortlist for the job or for a subsequent appropriate vacancy.
(ii) If the questions asked at interview are deemed to be unfairly discriminatory, a reassessment of the candidate’s suitability may be made and a further interview arranged for that job or a subsequent appropriate vacancy.

(iii) If it is found that the complainant was the best candidate for the job, then either that job or a subsequent appropriate vacancy may be offered.

8. QUALITY CONTROL AND CONTINUOUS IMPROVEMENT

8.1 Equalities Monitoring
SCRA’s Equalities Group, in partnership with UNISON, will review on a quarterly basis equal opportunities data relating to recruitment to enable SCRA to adhere to our equality strategy.

Regional Teams should ensure all equal opportunities monitoring summary forms are passed on to Human Resources within 1 month of an appointment to a vacancy to facilitate this process. Following the implementation of on-line recruitment this information will be obtained from this system.

Recruitment and selection statistics will be published on SCRA’s internet and intranet in line with SCRA’s equalities strategy.

8.2 Feedback Process
The Human Resources Team will introduce a process which allows for anonymous feedback on recruitment and selection processes to be provided by applicants to the Human Resources Team. This data will be analysed quarterly by the Human Resources Team to ensure SCRA recruitment processes are in line with best practice and any continuous improvements are made.

8.3 Review
The Human Resources Team will, in liaison with Regional Teams, periodically review the regional recruitment exercises to help ensure that the polices and procedures are being implemented effectively and to assist in ensuring continuous improvement regarding recruitment and selection.
Appendix 1

Recruitment Charter

We are committed to achieving high standards of quality in recruitment and to ensuring that our appointments are solely on the basis of merit and that you are treated in a fair and equitable manner.

Our standards require that:

- You will be treated in a polite, helpful and friendly manner at all times.
- If you request a recruitment pack is posted, it will be sent out within two working days.
- The information you provide will be treated in confidence and with discretion.
- We welcome applications from people self-assessed as having a disability and guarantee an interview to those who meet the essential job criteria. If you have indicated that you require particular arrangements, you will be asked in your interview letter to contact a named officer, to discuss your requirements.
- Guaranteed Interview Scheme applicants who meet the essential job criteria are guaranteed an interview.
- Unless advertised otherwise, we will normally advise you, within 4 weeks of the closing date, if you are not selected for interview.
- Unless advertised otherwise, we will normally advise you within 3 weeks of the closing date if you are invited to interview.
- We will normally give you at least 1 week’s notice of the interview and we ask that you promptly confirm your attendance, or otherwise. If you are unable to attend on the day or at the time requested, we will try, where possible, to make alternative arrangements.
- The selection process will be conducted in a professional manner and we will provide you with sufficient information to enable you to make an informed choice regarding the position applied for.
- If you are successful, we shall advise you as soon as possible. Confirmation will normally be made within 3 weeks of the conclusion of the interviews.
- If you have been unsuccessful at interview, we will normally advise you, within 2 weeks.
- Where possible, on request we will give you constructive feedback on your interview.

We are committed to meeting these standards and acting on constructive comments received but we recognise that things can go wrong despite our best efforts. We want to know when they do, so that we can examine the problem, correct mistakes where we are at fault, and most importantly, avoid repeating them in the future. Therefore, if you are unhappy with any part of the recruitment and selection procedure, you can:

- Contact the telephone number given in the advertisement or recruitment information for assistance.
- E-mail us at: recruitment@scra.gsi.gov.uk
SECONDMENT POLICY

This policy defines the purpose of secondments in SCRA, outlines different types of secondment opportunities and associated criteria, and confirms the conditions of service applicable to secondments.

1. **Purpose Of Secondment**
   1.1 A secondment is a useful mechanism for filling a post on a temporary basis or carrying out a specific project whilst, at the same time, providing a development opportunity for a member of staff. It most often entails “transferring” an employee on the same grade and salary and is generally for a period of up to two years.

   1.2 Some posts, in certain parts of the organisation are often filled on a secondment basis. They are considered to offer employees a chance to acquire and develop new skills and experience, which will be of benefit to them and the organisation, in their existing or future posts. Such posts may also be regarded as benefiting from a range of post holders who bring fresh perspectives to a particular field e.g. Practice Reporter. On occasion a secondment opportunity may be offered where difficulties are encountered filling a post on a permanent basis.

2. **Types Of Secondments**
   2.1 For all types of secondments the expectation is that the employee will contribute expertise, develop specific skills and gain wider experience.

   - **Internal Secondment**: an employee transfers to a different role within or out with their current team in SCRA or is seconded to lead a specific project.

   - **External Secondment**: an employee is seconded to an external organisation e.g. the Scottish Executive, or a partner organisation or voluntary organisation to undertake a specific role, to lead a specific project or to contribute to a working party.

   - **Secondment to SCRA**: an employee from an external organisation joins SCRA for a specified period of time working within an existing or newly created team.

2.2 **Basis and Duration of Secondment**

   Secondments are normally offered on a full time basis but can occur on a part time and job share basis. Secondment will run for a specific period of time and can range from three months to three years, with the most usual being in the region of 18 months to two years.

2.3 **Right of Return**

   The secondee would normally have the right to return to their substantive existing role at the end of the secondment. All terms and conditions will be preserved and will reflect normal expectations of pay progression in the substantive role.

   In exceptional circumstances the secondee may not have the right of return to their existing role at the end of the secondment, e.g. where the post no longer exists. Where this is the case SCRA will identify suitable alternative employment, in accordance with Section 5. All terms and conditions would be preserved and would reflect normal expectations of pay progression over the period of the secondment.

3. **Eligibility**
3.1 All SCRA employees are eligible to request a secondment unless performance management issues have been formally identified and a capability or disciplinary procedure is underway.

3.2 Employees must seek and gain the agreement of their line manager before proceeding with a request for a secondment.

3.3 Where the request for a secondment is refused employees have the right to appeal through SCRA’s Grievance Procedure.

4. **Filling The Secondment**

4.1 When the need for a secondment has been established, managers should discuss the most appropriate method of filling the secondment with the Human Resources Team.

4.2 Secondment opportunities will normally be advertised in accordance with SCRA’s Recruitment and Selection Policy and procedures. In this way, staff can apply and be considered through open competition. In certain circumstances, however, this may not be the case, e.g. where timescales or the specific skills required dictate a different approach. If it is not possible to identify a suitable person for a secondment via an internal process an external advert will be placed.

4.3 The personal development plan within the Performance Appraisal Scheme is designed to provide information to SCRA to enable it to identify employees who are interested in, would benefit from, and are suitable for an internal or external secondment. The normal mechanism for identifying this is therefore the appraisal interview and development meetings but this information might also come from a job interview or career counselling discussion.

4.4 Employees are expected to keep their line managers advised if they are applying for a secondment, internal or external, particularly in advance of attending an interview. Although a secondment can be an excellent development tool and a good way of attracting the most appropriate person to carry out a temporary job or discrete piece of work, it is by no means compulsory that managers should allow their staff to undertake secondments on request. If, for good reasons, the secondment is considered to be inappropriate or the timing operationally unfeasible, the employee must be advised of this, following consultation with the Human Resources Team. In these circumstances there may be an alternative method of ensuring the employee receives the development, which they seek or require.

5. **Secondment Arrangements**

5.1 Under normal circumstances the secondee will have the right to return to their existing post at their current salary, retaining their current employment rights.

5.2 The employee’s current line manager, in consultation with the Human Resources Manager, will determine whether the post will be held open for the employee’s return: either by not back-filling or filling on a temporary basis, up to the end of the secondment period.

5.3 If, in exceptional circumstances, the secondee cannot be given a guarantee of a return to their original post, they will be made fully aware of this before accepting the secondment. This will be confirmed in writing.

5.4 In this situation, SCRA, at the end of the secondment period, will make every effort to find the employee a suitable alternative post on the same terms and conditions and at
an acceptable location. If no such post can be found within a reasonable period of the secondment ending, all other options including redundancy will be considered.

6. **Conditions Of Service**

6.1 SCRA aims to provide seconded employees with the same conditions of service and employment rights as they currently receive. However certain modifications may be necessary to reflect the nature of the secondment arrangement.

6.2 The principal governing secondments is that employees should not suffer any detriment during the course of a secondment. Conversely employees should not expect financial advantages from a secondment except where exceptional circumstances occur e.g. any secondment where a promoted salary is being paid. Secondments are designed to provide advantages in career development terms.

6.3 All core terms and conditions remain in place e.g. leave entitlement, hours of work, flexible working hours, sick pay, and superannuation benefits.

7. **Travel Expenses**

7.1 **Internal Secondment on Existing Salary**
Where an employee is seconded to a new office base that will necessitate extra travelling then excess travel costs will be reimbursed to cover the cost of actual mileage or 2nd class rail fare and/or bus fares.

(NB Excess travel costs are calculated from the normal office base to the new office base not from the employee’s home address to the new office base. If the new office base is closer to the employee’s home address no expenses can be paid.)

7.2 **Internal Secondment on Promoted Salary**
No travel expenses will be payable in this situation except whereby the application of this policy the employee will clearly be financially disadvantaged. In this situation the employee will be expected to provide the relevant details.

7.3 **Relocation**
Where the new office base is not within a reasonable commuting distance then financial assistance with associated costs will be available. In these circumstances the Human Resources Team should be consulted for advice.

8. **External Secondments**

8.1 Where an employee is to be seconded to an external organisation, the Human Resources Team will liaise between the seconding organisation, the potential secondee and their line manager. It is important to have Human Resources involvement, as special arrangements may be necessary to ensure the employee retains continuity of employment and pensionable service. Agreement will be reached on whether it is appropriate to temporarily transfer the employee to the service of the new organisation or for SCRA to continue to employ and pay the secondee but invoice the other organisation for salary costs, including employers N.I. and superannuation contributions. In special circumstances, nil or partial reimbursement may be sought.

8.2 **Terms and Conditions**
Employees will normally retain their current terms and conditions including salary whilst on external secondment.

Excess travel arrangements will be negotiated, if appropriate, with the host organisation, following the guidelines established in section 6.3. These costs will be invoiced to the host organisation.

Where an employee transfers to the service of the new organisation, it may be appropriate to adopt the normal arrangements in place in the host organisation e.g. working the same hours, taking the same public holidays etc. These issues will be addressed by the Human Resources Team, the host organisation and the secondee and a formal agreement reached before the secondment begins.

The seconded employee will be supervised and managed for the duration of the secondment by the receiving line manager within the host organisation, and, if seconded into a management post, will assume the normal management responsibilities associated with the post, including staff and budgetary management responsibilities.

9. Secondments to SCRA

9.1 Where an employee from an external organisation is to be seconded to SCRA for a specified period of time to work within an existing or newly created team, the Human Resources Team will liaise between the seconding organisation, the potential secondee and the receiving line manager. It is important to have Human Resources involvement, as special arrangements may be necessary to ensure the employee retains continuity of employment and pensionable service. Agreement will be reached on whether it is appropriate to temporarily transfer the employee to the service of SCRA or for the seconding organisation to continue to employ and pay the secondee but invoice SCRA for salary costs, including employers N.I. and superannuation contributions.

9.2 Terms and Conditions

Employees seconded into SCRA will normally retain their current terms and conditions including salary while working for SCRA.

Excess travel arrangements will be negotiated, if appropriate, with the seconding organisation, following the guidelines established in section 6.3. Any costs incurred will be paid by SCRA, subject to the deduction of PAYE income tax where required by law.

Where an employee transfers to SCRA’s service, it may be appropriate to adopt the normal arrangements in place in SCRA, e.g. working the same hours, taking the same public holidays etc. These issues will be addressed by the Human Resources Team, the seconding organisation and the secondee and a formal agreement reached before the secondment begins.

9.3 The seconded employee will be supervised and managed for the duration of the secondment by the receiving line manager in SCRA, and, if seconded into a management post will assume the normal management responsibilities associated with the posts, including staff and budgetary management responsibilities.

10. Line Management
10.1 The manager of the seconded post is for all purposes the line manager of the secondee for the duration of the secondment. It is the responsibility of the new line manager and the seconded employee to ensure a set of objectives are agreed at the outset of the secondment. Similarly a full appraisal must be completed at the end of the secondment, which will partially or fully inform the appraisal outcome for the year the secondment occurs.

10.2 For partial years and in the case of a part-time secondment, the substantive manager will also determine a set of objectives and carry out a full appraisal for the period the employee carried out his/her normal role. This will be used in conjunction with the secondment objectives/appraisal and will be used jointly to produce an agreed combined rating between the normal line manager and the secondment line manager.

10.3 Where an employee is seconded to a post on other than their existing salary, salary awards will require to be applied, for each year of the secondment, to the seconded salary and notionally to the salary for the substantive post, to ensure that on return to the substantive post, the salary has been uplifted appropriately.

10.4 To ensure continuing development and involvement with the secondee’s substantive team, arrangements should be jointly agreed which will help keep the seconded employee informed of significant changes and/or issues relating to that team, e.g. invitations to team meetings or events, copies of reports, agendas, minutes etc.

10.5 Where it is proposed, with the agreement of the secondee, that the duration of a secondment be extended, it is the responsibility of the host line manager to communicate with the substantive line management to seek agreement on the proposed extension.

10.6 Commitment to a secondment will not create barriers to career progression within SCRA. Any seconded candidate for a promoted post will be considered without reference to their seconded status.
Appendix 4

Vacancy Management Process

- The HR Team will adhere to the agreed vacancy management process in at the time.
- The HR Team in consultation with Locality Management will consider the needs of the team following the vacancy occurring or being proposed.
- The locality team will identify if a job description and person specification exists or needs to be drawn up/revised.
- For all generic posts, managers will use the standard SCRA job descriptions and person specifications. Where new or revised job descriptions are required discussion should take place with Human Resources. All new and revised posts may require to be assessed using SCRA’s agreed job evaluation procedure.
- Job Descriptions and Person Specifications must adhere to the agreed template standards and be in line with Equality Legislation e.g. must be clear, succinct and justifiable. Two people must be involved in their creation to limit unconscious bias and discrimination.
- Staff will consider if the post should be filled on a temporary basis

SCRA may consider it appropriate to fill an established post on a temporary basis or designate a post as temporary. Where this agreed, applicants will be advised of this prior to application.

Where it is not possible to recruit from the open market due to timescales and/or skills shortages, managers may consider, in consultation with Human Resources, using an agency to assist with the recruitment. The Human Resources Team will manage the process.

- The HR Team must consider staff on the Redeployment Register:

SCRA’s redeployment register (maintained by the HR Team) is for staff who remain displaced following organisational change, or who are awaiting a more appropriate role.

Where a vacancy arises, the HR Team, in consultation with the recruiting manager, will review the redeployment register and decide whether the post should be advertised internally or whether staff on the redeployment register be contacted.

- Locality and HR Staff must Consider if the post is suitable for seconded staff.

See Secondment Policy (Appendix 2).
## Section A – Area/HO Details

<table>
<thead>
<tr>
<th>Locality</th>
<th>Team</th>
<th>Location</th>
</tr>
</thead>
</table>

## Section B - Vacancy Details

### Type of Post
- Does this post exist within the approved establishment?
- If not within the approved establishment, how is the post being funded?

### If current position please state:
- Name of current/most recent post holder
- Date the post will/has become vacant
- Reason post is vacant/will be vacant

### Job Title

### Grade

### Has the post been assessed through Job Evaluation?

### Type of Contract

- If temporary please state:
  - Length of the contract
  - Source of funding

### If part-time or job share please state working pattern

## Section C - Advertising Details

### Proposed advertising media

### Proposed publication
(please insert name of proposed publication)

## Section D - Signature of Budget Holder

Attached is:
- Draft advert (if not standard)
- Job Description (if not standard)
- Person Specification (if not standard)

I can confirm that I am in support of this vacancy being approved and that funding exists within SCRA’s approved budget.

Signed:  
Date:  
Job Title:

## Section E to be signed off by HR Manager/Business Partner

### Section E - Approval Details

<table>
<thead>
<tr>
<th>Post approved for filling</th>
<th>Reason for decision</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Type of appointment</th>
<th>Post to be advertised</th>
</tr>
</thead>
</table>

| Post to be advertised week commencing:  
(Please note that this date will vary due to publication dates) | Signed: | Date:  

| Job Title: | 

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