



**Recruitment and Selection Policy & Procedures
(Revised July 2020)**

SCRA Recruitment Policy & Procedures - Contents

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1. Introduction

SCRA's Vision is that vulnerable children and young people in Scotland are safe, protected and offered positive futures. It is essential SCRA has effective means of recruiting, selecting and retaining staff with the right skills, knowledge, behaviours and values. The Recruitment & Selection Policy and Procedures aims to support SCRA to attract and select high quality and committed staff, as well as to provide consistent, effective and fair processes in appointing the best candidates who will deliver high quality services to children, young people and their families and support our Vision and our Values.

Attracting and selecting candidates with the appropriate values and behaviours (also referred to as personal attributes), will seek to ensure SCRA recruits staff not only with the right skills, experience and qualifications, but also with a positive mindset to work in partnership with each other, and our partner agencies, in meeting our statutory obligations and serving the children and young people of Scotland.

SCRA will provide training and support to managers involved in recruitment and selection, to ensure decisions are based on objective criteria and to seek to remove any conscious or unconscious bias. SCRA will also offer staff access to support in preparing for any selection process, to enable them to perform to their full potential and to ensure alignment to their personal development plans. Information will also be provided to internal and any external candidates about supports available during recruitment processes, e.g. see S2.3.

2. Equality & Inclusion

2.1 Introduction

SCRA is proud to be an equal opportunities employer and embraces equality and inclusion as a fundamental part of the way we attract and select people for employment and internal posts. We comply with employment legislation and aim to remove potential employment barriers preventing the attraction and selection of the most suitable candidate.

SCRA has a diverse, skilled and motivated workforce and our aim is to ensure that this approach to recruitment continues. SCRA belongs to the Employers Network for Equality and Inclusion (enei) and the Non Departmental Public Body Equalities Forum. Our membership, and the work of our Equalities Network subgroups and Inclusion Ambassadors, support our consideration of new ideas and practices in providing equality of opportunity for staff and candidates.



SCRA is fully committed to providing equality in the workplace and all opportunities for, and during employment, will be afforded to individuals fairly and irrespective of age, care experience, disability, gender, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion or belief, sexual orientation (lesbian, gay, bi-sexual and trans) or socio economic status. These are known as the “protected characteristics”. We aim to create a working environment that is free from discrimination and harassment in any form, and which values and respects individual’s identities, dignity and culture.

Recruitment information scra.gov.uk can be accessed using the accessibility tool ‘Recite Me’. It provides greater functionality to candidates with different needs and includes; text to speech functionality, dyslexia software, an interactive dictionary, a translation tool with over 100 languages and it works across all devices. To access, click on the ‘Accessibility Tools button’ on the bottom right of each page on scra.gov.uk.

2.2 Equality and Inclusion Monitoring

SCRA’s Equalities Network, locality and head office managers and UNISON have been consulted in the development of this Policy, including with a view to ensuring compliance with SCRA’s equalities and inclusion

agenda and legislation, including the Equality Act 2010. SCRA is committed to supporting people with experience of the care system and have adopted care experience as a protected characteristic.

SCRA's Equalities Network, in partnership with UNISON, will review equal opportunities data collated through recruitment regularly to enable SCRA to adhere to our equalities and inclusion strategy and outcomes. Equal opportunities monitoring data is held by HR and is not passed to recruiting managers. Recruitment and selection data is published on SCRA's internet and intranet in line with SCRA's Public Sector Equality Duty.

SCRA has been awarded several accreditations relating to its commitment to equality and inclusion, and authorised to promote these in recruitment adverts. More information in Sections S2.3 – S2.6.

2.3 Disability Confident Employer & Guaranteed Interview Scheme



SCRA recognises that staff and candidates can develop disabilities or long-term health conditions at any point in their life and career. SCRA is committed to supporting staff and candidates to have the opportunity to fulfil their potential, and to remove any barriers which may impact their ability to work effectively within SCRA, and to ensure we have a diverse, skilled and motivated workforce.

SCRA is a level 2 Disability Confident Employer, authorised to use the Disability Confident Employer logo on adverts. SCRA actively supports people with disabilities by shortlisting candidates with disabilities who meet all of the essential criteria for a post and who tick the Guaranteed Interview Scheme (GIS) box on their application form. SCRA's GIS requires that if a candidate with a disability, whether internal or external, meets all the essential criteria for the post applied for, should be shortlisted for interview.

SCRA will consider reasonable adjustments and support to the recruitment and selection process for candidates with a disability. An information sheet will be available shortly to accompany adverts describing some of the supports available, e.g. reasonable adjustments to the methodology and/or time allowed for assessments and interviews. Adjustments will be considered to support candidates with any mental, physical or neuro diverse condition(s). Reasonable adjustments will also be consider which support the successful candidate in their post.

2.4 Carer Positive & Healthy Working Lives



SCRA is committed to supporting the health and well-being of our staff. In supporting this aim, SCRA aims to ensure that a candidate's experience of recruitment and selection, regardless of outcome, is a positive one.

SCRA seeks to create a supportive working environment for carers in the workplace, and recognises the difficulties staff and candidates can face from time to time in balancing work and caring commitments. As such, SCRA seeks to support flexibility of working arrangements where feasible. Posts are typically available for job share unless otherwise specified and objectively justifiable. If a candidate requires additional support during a recruitment process whilst balancing caring commitments, they should raise this with the recruiting manager and HR who will explore the request, e.g. a candidate seeking an alternative interview date in the near future due to an emergency break down in caring arrangements for a dependant on the day of interview.

2.5 Care Experience

In line with SCRA's Corporate Parenting Strategy and Equalities Strategy and Outcomes, SCRA will seek to provide additional support to candidates applying with a care experience background, where appropriate and reasonable to do so, e.g. a candidate could request a pre interview visit to the recruiting team / Locality; or an

opportunity to talk with the HR team to understand the expectations of the role and the roles of the interview panel; or additional pastoral support measures once in employment, if successful.

2.6 Living Wage Employer



SCRA is a Living Wage employer. All staff earn not just the minimum wage, but the Living Wage which is an hourly rate set independently and updated annually based on the cost living in the UK. Being a Living Wage employer enables SCRA to play a small part in helping reduce the impact of poverty in Scotland.

3. Purpose and Scope

The policy and procedures set out SCRA's approach to recruitment and selection. Appropriate recruitment decisions will positively impact SCRA's capability and capacity. This policy and procedure applies to:

- all permanent, temporary, full time, part-time and job share recruitment within SCRA
- all activities that form part of the recruitment and selection process
- all internal and external candidates who apply for posts or promotion within SCRA.

The policy and procedure is supported by SCRA's Vacancy Management Protocol.

4. Core Principles

The following core principles underpin how SCRA approaches recruitment and selection, they are to:

- support SCRA's Workforce & OD Strategy which is an underpinning pillar of SCRA's Corporate Plan, and SCRA's Workforce Report, with the aim of having the right people, with right mix of skills, experience, behaviours and values in the right place, at the right time to meet organisational need
- aim to attract and identify the candidate best suited to the post, and SCRA's Vision, based on Merit *
- ensure recruitment and selection is fair, consistent and transparent
- ensure all candidates are treated fairly and with dignity
- ensure all candidate's experience is positive, irrespective of the outcome
- recognise the investment made by SCRA and candidates in recruitment, and the value for both parties of providing effective feedback regardless of the outcome
- redeploy staff registered on the Redeployment Register before open recruitment where possible
- ensure consideration of need to backfill before any recruitment
- follow the principles of SCRA's Vacancy Management protocol and ensure recruitment is within SCRA's funded Establishment **, or as otherwise funded by external sources
- develop recruitment approaches which attract and retain a diverse workplace and equality of opportunity, e.g. recruitment approaches which support candidates with disabilities, or from a care experience background, or from a minority ethnic background, or applications which may support any gender pay gap, and consider reasonable adjustments to the recruitment process and subsequent role to support candidates
- comply with employment law and best practice
- work in partnership with UNISON in the ongoing review and development of the Recruitment and Selection Policy and Procedures through the HR Sub Group
- develop and support SCRA's eRecruitment platform and recruitment administration
- ensure a professional, timely and responsive recruitment and selection service by HR and managers
- data collected throughout the Recruitment and Selection Process is collected and stored in line GDPR.

* Merit – SCRA recruits based on a candidate’s ability to meet the skills, experience, qualifications, values and behavioural (personal attributes) requirements of the Job Description, Person Specification and any other relevant criteria as well as the candidate’s potential to carry out the post. No one should be appointed to a post unless they are competent to do it, and the post should be offered to the person who it is assessed to be able to do it best. On occasion, this may include consideration as to the best fit in a team environment, e.g. where all other factors are relatively equal. Please refer to S7.2 for more information on best fit and positive action.

** Establishment - is the permanent posts which exist within SCRA’s organisational structure for which there is permanent funding available.

5. Roles and Responsibilities

5.1 Recruiting Manager

You are expected to:

- manage recruitment campaigns and ensure fair application of this document supported by HR
- discuss intended approaches to each recruitment campaign with HR to ensure fairness of application
- prepare Job Descriptions and Person Specifications which reflect the essential and desirable criteria of the post, with support from HR, and consider whether there is an opportunity to address the skills and or diversity mix in the team – refer to the Job Evaluation Committee if appropriate (Job Evaluation Policy)
- ensure you receive Recruitment and Selection Training, and Unconscious Bias Training, before commencing any recruitment, and take personal responsibility to ensure refresher training every 2 years
- consider and implement wherever feasible, requests for reasonable adjustments to the selection process
- provide constructive feedback to candidates against the criteria for the post, and encourage highlighted development to be discussed with line managers and built into Personal Development Plans (PDP)
- remind staff of SCRA’s ‘In Touch’ communication when leaving the workplace temporarily, which assists staff in being aware of internal vacancies posted on Connect.

5.2 Human Resources

You are expected to:

- work in partnership with managers to ensure a professional, timely and responsive recruitment and selection service, including ensuring efficient filling of vacancies, with the aim of minimising any impact on operations of a vacancy; and to ensure a positive candidate experience. Activities include supporting vacancy authorisation; advertising; supplying shortlisting material; supporting selection processes; conducting pre-employment checks; and, issuing contracts
- provide clear guidance and advice to managers and staff on recruitment and selection
- carry out regular audit samples of recruitment processes to ensure that the Core Principles of this policy and procedure are being followed, and manage any complaints
- undertake equal opportunities monitoring and reporting to assess alignment to our equalities and inclusion agenda and seek to address any barriers
- seek to review the policy regularly in consultation with UNISON to allow new methodologies to be considered in line with operational requirements and market conditions.

5.3 Candidates

Candidates are expected to:

- take responsibility to be aware of relevant advertised internal posts whilst away from the workplace, or if they don’t have access to Connect, by registering for the “In Touch” fortnightly communication

- take responsibility to clarify any information about a post with the recruiting manager, e.g. regarding the skills or qualification requirements or the working arrangements available, if interested in a post either permanent or temporary / secondment. Advertised posts will have a contact point to allow candidates to contact the relevant person to ask questions about the post and selection process
- candidates should discuss potential recruitment opportunities with their manager as part of their personal development planning, and in the case of secondments, seek authorisation to apply to enable their manager to assess whether the secondment can be supported operationally. Managers will aim to support secondments wherever feasible
- fully participate in the Recruitment and Selection Process if they wish to apply for a vacancy; and make themselves available for any selection process
- take responsibility for their own career development, understanding that career progression may require working from another location, or working remotely
- understand that there may be several candidates for any post and therefore they are unlikely to be successful for each post to which they apply. By its nature recruitment is competitive
- take responsibility to seek feedback, which underpins continuous personal development.

5.4 Line Managers

You are expected to:

- implement this policy and procedure fairly and promptly, supporting staff development
- discuss career development regularly with staff, encouraging personal ownership of PDPs, and providing support and guidance as appropriate. As a minimum, this conversation should take place and actions summarised in an agreed PDP at least once each performance year
- provide a supportive and honest appraisal of staffs' suitability for posts which they wish to apply for
- seek to support secondments wherever feasible, taking into account operational realities, e.g. if multiple team members apply for multiple secondment opportunities but not all can be released
- complete reference requests timeously and where ever practical before interviews are held.

6. Attraction Process

6.1 Exit Interview Procedure

Managers should consider any exit interview feedback when preparing to commence a recruitment process. All staff leaving SCRA are offered the opportunity to complete an Exit Interview form which is sent to them by HR before leaving employment. They are asked to complete and timeously return this, confidentially if they wish, to HR. In addition, they are offered the opportunity to discuss any issues either with their manager or HR. Exit interview feedback will be considered, if appropriate, when assessing how to fill any subsequent vacancy. This process should encourage consideration of any barriers to retention relevant to the post, e.g. if a candidate felt upon commencing a post that the duties were not what they understood them to be, and how this may impact future recruitment approaches including advert wording.

6.2 Vacancy Management

- HR will not process any recruitment advert without an authorised Vacancy Authorisation Form (VAF).
- Recruiting Managers should follow any Vacancy Management Procedure in place
- No backfill will normally be authorised until a post has been vacant for the agreed period outlined in any Vacancy Management Procedure from creation of the post (or its constituent parts), or the leaving date of the previous post holder. This period will be inclusive of the time taken to advertise, recruit and for the new post holder's required notice period.

- Vacancies held for less than any agreed vacancy management period should generally be covered by realignment of workload amongst existing staff or partner agencies; or temporary permanent cessation of the work.
- Recruitment should only take place within SCRA's funded Establishment, or temporary posts funded from in year budgets, or where temporary funding has been provided for that purpose, e.g. by Scottish Government. All permanent amendments to the funded Establishment must be authorised by SCRA's Establishment Group which meets quarterly. Temporary conversions of funded Establishment posts are noted at the Establishment Group only.
- Recruiting Managers may be required to provide some flexibility of resourcing across teams and Localities where workloads or operational demands necessitate, e.g. movement of funded Establishment posts either temporarily or permanently. A funded post does not by definition 'belong' to the team/Locality.

When a vacancy arises it provides the opportunity to consider alternatives to recruitment. The following considerations should be undertaken for each vacancy by the Recruiting Manager:

- assess the nature/volume of work to be carried out in relation to Establishment staffing levels – posts should not be filled just because the post was filled before, i.e. assess the need to fill
- can the post be left temporarily vacant and the funding be used towards any savings target, thus minimising the savings target impact either in the team/Localities budget or the national budget
- is it necessary to fill the post on a permanent basis, or can this be filled temporarily whilst work type / volume / operational need is further assessed
- recruit to part of the post rather than the whole post if workload and work type allows
- can hours up to and including 14 hours per week be allocated to part time staff in the same post in the same Locality/team without the need to advertise (see section 6.13)
- consider in discussion with any relevant parties e.g. UNISON and/or affected staff group, conversion of the post to another post on a temporary or permanent basis, e.g. convert a Reporter post to an Assistant Reporter post in line with national and/or Locality Workforce Plans.
- a VAF must be completed by the Recruiting Manager, and discussed with HR and the relevant EMT member, to ensure all options are considered before any recruitment is authorised.

6.3 Defining the Post

Job Descriptions and Person Specifications will detail the essential and desirable requirements of any post and include relevant qualifications, skills, experience and behaviours (personal attributes). These documents will be used to assess candidates throughout the selection process, and to measure their performance once recruited in relation to performance management and capability procedures. Formal qualifications will only be essential criteria where the requirements of the post include an award of that qualification, or where it is demonstrated that the qualification is required for the post holder to be competent.

It is the responsibility of the Recruiting Manager to prepare Job Descriptions and Person Specifications with advice and guidance from HR, and to evaluate whether the skills, experience, qualifications and behaviours required to fulfil the post are relevant and fair. All new or materially amended Job Descriptions, should be submitted to the Job Evaluation Committee for evaluation, ideally before recruitment commences.

6.4 Planning for Recruitment & Selection

The Recruiting Manager is responsible for planning the recruitment campaign, which they can discuss and agree any aspect of with other relevant parties, e.g. HR, UNISON. They should consider the following:

- are the requirements of the post accurately outlined in the Job Description and Person Specification
- is this a new post, or has the post materially changed, and therefore requires Job Evaluation

- does the post need to be filled – see aforementioned
- who should be involved in the selection process including the interview panel members
- does the post need to be advertised or can it be filled by other appropriate means, e.g. redeployment
- is the post available for flexible working arrangements
- where can the post be based, e.g. remotely or based with a team
- where should the post be advertised – consider media timelines and costs
- what criteria are being assessed in the selection process and how will these be measured to identify the successful candidate. Advice available from HR
- selection process timeline
- what approach will be taken to selection - a competency based interview is the minimum process
- does a venue and/or materials need to be booked/ordered for the selection process
- consider any requests for additional support during process, e.g. interpreter to attend interview, hearing loop, BSL interpreter, extra time for interview.

6.5 Working Flexibly & Job Share

Working Flexibly

SCRA welcomes applications from candidates wishing to work flexibly, where operationally feasible, and will provide details if a post is not suitable for consideration of flexible working in the advert.

Recruiting Managers should consider any requests for clarity regarding working flexibly both at advert stage, and from any resulting preferred candidate. This should be approached with an open mind. However, recruiting managers are not required to agree to any arrangement if it does not meet organisational needs, e.g. if it can be shown that the arrangement would:

- significantly reduce the effectiveness with which the duties of the post can be carried out
- impose a severe administrative, managerial or financial burden on the operation of the post or team. For example, a manager's direct span of control is already 10 or more staff (headcount not FTE)
- increase an already high percentage of posts operating on a job share, part time, remote or non-standard working pattern arrangement in the team, and further flexibility would have a significant impact on the operational ability to meet the needs of the service.

Recruiting Managers should discuss alternatives with a preferred candidate in the spirit of trying to reach a compromise that is acceptable to both parties.

Job Share

A job share arrangement is where more than one post holder share the accountabilities and duties of a post between them in order to fully meet the full post requirements. This usually involves two post holders, and involves them sharing information and handing over tasks on a regular basis. Each job share partner is required to work collaboratively and cooperate fully with the other in the fulfilment of their shared duties.

Since prospective job sharers will be considered alongside other candidates, interview panel members may be required to decide whether to select one full time post holder or, two or more job sharers. Initially, all candidates should be evaluated individually. It may then be necessary to compare the overall suitability of 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.

When a job share partner leaves a post, the remaining job share partner can be offered the balance of the post on a temporary or permanent basis without the need for a competitive selection process assuming they are not subject to any formal capability, attendance or disciplinary process. Where a job share vacancy is not filled for whatever reason on a permanent basis, the remaining job share partner's contract will be amended to part time in consultation with them.

6.6 Consideration of Redeployment & Supernumerary post holders

Recruiting Managers, in conjunction with HR, should seek to redeploy staff registered on SCRA's Redeployment Register and/or Supernumerary posts before any recruitment, including any permanent staff who have no substantive post, or only a partial substantive post in comparison to their permanent contract, and whose employment costs are therefore above and beyond funded Establishment.

Examples of staff seeking redeployment include:

- those seeking redeployment on health grounds after due consultation with SCRA's OH provider and HR
- those who may have relinquished a substantive post in order to remain on an extended secondment opportunity for whom the secondment is now coming to an end
- those seeking redeployment to a broadly equivalent post as a result of internal restructuring.

It is recognised that redeployment may limit an opportunity for another member of staff to apply. However, it is also recognised that redeployment of existing staff is a priority in relation to their health and well-being; and/or motivation; and/or the organisation's use of their skills and experience; and/or for budget reasons.

6.7 Internal Transfer Scheme

This Scheme is being trialled by SCRA for one year from launch, as agreed in partnership with UNISON. Thereafter, the continuation of the Scheme will be considered by the HR Sub Group.

SCRA is a national organisation. The aim of the Transfer Scheme is the retention of skilled staff. Any permanent member of staff can make a formal request, after obtaining authorisation from their manager, to transfer on the same grade and salary / terms and conditions of employment, to the same post in a different SCRA team or location, potentially without the need for a competitive process. A temporary member of staff can also make a request to transfer, however, the vacancy needs to be like for like i.e. for the contract term; and the remaining term of the employee's temporary contract should be sufficient for the operational impact of their transfer from their current post, to be manageable, e.g. 12 months remaining on contract.

Any vacancy should be considered as a redeployment opportunity or for any relevant supernumerary permanent employees first, and may then be considered for any temporary post holder(s) who has been in post for more than 12 months (assuming the criteria set out in S6.10 are met), and where the post is still available it can then be considered as an internal transfer opportunity, ahead of open recruitment.

SCRA's Internal Transfer Scheme Register is maintained centrally by the HR Team. Relevant details pertaining to those registered will only be provided to recruiting managers at the point a relevant vacancy becomes available, and the Internal Transfer Scheme is a means of filling the vacancy. Some posts may not be eligible for consideration for filling via the Internal Transfer Scheme where there are other circumstances that should be considered in the first instance, such as cases where the Redeployment Policy applies.

To be eligible, employees will typically have been registered for three months on the Register at the point the recruiting manager approaches the Transfer Register as a means of filling a vacancy. The Register can not be used as a means of 'by-passing' a competitive application.

To register for a potential Internal Transfer, an employee must complete an Internal Transfer form. A form can be requested by contacting the HR.Helpdesk@scra.gov.uk. The form must be authorised by their line manager before submitting back to the HR Mailbox. Staff on the Register require their line manager to re-authorise their registration every 12 months, and are responsible for ensuring this takes place.

The line manager's authorisation is confirmation of the employee's satisfactory competence and satisfactory attendance in conducting the full duties of the post as described in the Job Description and Person Specification, as well as fully demonstrating the required behaviours (personal attributes) and values necessary to carry out the functions of the post.

Staff still undertaking training will not typically be considered for registration until such time as they are deemed competent in the full duties of the role e.g. a Reporter must be competent in the full range of Reporter duties including Court, and have a right of audience.

Line Managers must support and authorise an employee's registration, unless the employee is subject to any documented **formal or informal stage** capability, performance improvement discussion or disciplinary proceedings, including active investigations. Or where there are active concerns with regards to someone's frequent short term absence, and this is being managed under SCRA's Maximising Attendance policy – either under the Supervision Policy Action Point, or the Formal Absence Review Action Point, and is documented. All authorisations by managers should be discussed with HR for consistency / fairness of application.

It is the responsibility of the Line Manager in conjunction with the employee to ensure that any performance, conduct, capability and or, attendance issues are managed timeously, and supportively, during a member of staff's career so that should they request a future transfer under this scheme, any receiving manager has confidence in their competence, conduct and reliability.

If the employee is not deemed competent for registration, after discussion with HR, this should be explained by the line manager to the employee. The employee should then discuss appropriate and supportive development with their line manager and ensure this is put in place where possible, to enable future registration for an internal transfer. Any difference of opinion as to competence would sit outside the Recruitment & Selection policy, e.g. within performance management.

If only one employee is on the Register for a vacancy, the recruiting manager will undertake an Inward Transfer Meeting * with the employee, and where, after mutual agreement on the terms of the transfer, the recruiting manager can appoint the employee.

Where more than one employee is registered as a suitable transferee for a vacancy, then a competitive selection process will be required. The vacancy can be ring-fenced for the registered employees. The aim of a selection process in these circumstances is to provide a fair and transparent process, which is in line with SCRA's normal approach to competitive interviews. Where more than one candidate scores exactly the same, a recruitment decision requires to be made which could include taking positive action in line with our equalities and inclusion agenda, or where there is no need for positive action, then on who was first registered on the Transfer Scheme. Any such decision would require clarity and a justifiable decision process.

If the employee has been interviewed for the same role in the same team/Locality within the last 6 months, and was not deemed to be appointable in that process, the recruiting manager may after careful consideration, decide not to progress with a transfer if the employee has not been able to meet any shortfall in competence / behaviour in the meantime, i.e. they would effectively require to be signed off again by their manager for consideration under the scheme. Advice from HR should be sought in such instances.

Note: Employee's managing an underlying health condition(s), including those registered for SCRA's Disability Leave Policy, can register as long as, similar to all staff, their absence is not being managed under the Supervision Policy Action Point, or the Formal Absence Review Action Point, within SCRA's Maximising Attendance policy. Any reasonable adjustments will be considered with a view to implementation wherever possible to support any forthcoming transfer, e.g. moving or purchasing any required workstation equipment.

* An Internal Transfer meeting is a meeting held by the recruiting manager with the registered employee to discuss and consider the following:-

- The role and expectations of the role within that team / Locality e.g. any requirement to regularly travel to outreach hearing centres, any requirement to drive and/or have access to suitable public transport.
- An opportunity for the employee to ask questions and seek clarity as to the expectations of the role.
- An opportunity for the recruiting manager to discuss any existing working pattern that the employee has in place and whether this can be transferred across into the new role. Note there is no contractual right to transfer on existing working patterns. This would be dependent on the requirements of the post (these should be the same regardless of whether the post is considered under the Internal Transfer Scheme or is openly advertised).
- Any reasonable adjustments in place should be raised by the employee, with a view to the recruiting manager supporting these in the new post if possible – the normal test of reasonableness will apply.

Relocation or excess travel costs are not applicable for appointments made under the Internal Transfer Scheme. Existing excess travel costs may be reviewed and amended at point of transfer.

6.8 Fixed Term Contracts and Secondments

Fixed Term Contracts

The use of fixed term contracts should be given careful consideration, e.g. as to whether a fixed term contract is necessary rather than a permanent one, and as to the length of contract and any subsequent extension.

Once a temporary member of staff has more than 4 years continuous service, they generally have the right to be considered permanent, even when there is no funded Establishment post to align them to, unless the continued use of a fixed term contract can be objectively justified. This situation is likely to lead to the member of staff experiencing an extended period of uncertainty, and SCRA incurring additional unfunded employment costs until an Establishment post can be secured.

Secondments

Secondments are recognised by SCRA as an important development opportunity for staff, and a beneficial means of tapping into internal transferable skills. A secondment is a useful mechanism for filling a post on a temporary basis or carrying out a specific project. It is however recognised that these cannot always be operationally supported and any staff wishing to apply for either an internal or external secondment should seek authorisation from their manager before applying. Managers should seek to support secondments where operationally feasible.

A secondment may be an internal or external secondment, or a secondment to SCRA from another organisation. All staff can request a secondment unless performance management or absence management issues have been formally identified and a capability, disciplinary or absence management procedure is underway.

Employees must seek and gain the agreement of their line manager before proceeding with a request for an internal or external secondment. If, for good reason, the secondment is considered to be inappropriate or the timing operationally unfeasible, the employee must be advised of this, following consultation with the HR team. In these circumstances there may be an alternative method of ensuring the employee receives the development, which they seek or require. Where a request for a secondment is refused, the right to appeal is through SCRA's Grievance Procedure.

Secondments are normally offered on a full time basis but can occur on a part time and job share basis. Secondments will run for a specific period of time, and can range from three months to two years, including any secondment extension, with the most usual being in the region of 12 to 18 months. If requested by the organisation, a secondee may elect to forego their substantive post in order to undertake a secondment extension which takes their total secondment to more than two years. This aims to provide stability for any backfill.

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

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, or where the secondment has gone beyond two years and the secondee has foregone their substantive post, in which case SCRA will seek to identify suitable alternative employment, or the member of staff will be registered on SCRA's Redeployment Register. All terms and conditions would be preserved and would reflect normal expectations of pay progression in the former substantive post over the period of secondment.

Where a secondment is out with SCRA, SCRA's HR team will liaise with HR/management at the receiving employer to arrange suitable terms of agreement in consultation with the member of staff.

Posts that are vacant due to the substantive post holder being on secondment may be filled either on a temporary or permanent basis, dependent upon whether the substantive post holder has the right to return to their substantive post at the end of their secondment.

6.9 Temporary posts of less than 3 months

Where a post requires to be filled for 3 months or less, including whilst recruitment is underway for a longer temporary or permanent post, the following temporary routes to filling the post can be considered:

- employment of a sessional member of staff for up to 3 consecutive months, without a competitive recruitment and selection process. BPSS, Disclosure Scotland and OH pre-employment checks should still be conducted which may take a couple of weeks.
- sessional staff can be deployed for a total of 4 calendar months in any rolling 12 month period – this can be an accumulation of sessional contracts, but no contract should be for more than 3 months.
- Consider existing staff who have the skills and experience to ‘act up’ to a more senior post, on a temporary basis, to meet the immediate requirements of the post. See SCRA’s Salary and Allowances Policy.
- temporary voluntary transfer or redeployment of a more senior post holder with the necessary skills, experience, qualifications and behaviours to the post without the need for a competitive process. Salary will be amended to up to the top of the grade for the post as a maximum.
- temporary sideways transfer of member of staff from the same post, in a different location, in consultation with the member of staff – any relevant excess travel costs would be met. Any such re-alignments would be discussed with the individuals concerned.
- temporary realignment of staff with the necessary skills, experience, qualifications and behaviours for personal developmental purposes, or to meet a particular business need. Staff would be aligned on their existing grade and terms and conditions of employment.

6.10 Extension of Temporary posts or Conversion to Permanent Posts, or Filing of Permanent Posts permanently which have previously been filled on a temp basis

If a temporary post becomes permanent, or a permanent post which has previously been filled on a temporary basis is to now be filled permanently, the post holder(s) can be offered the post without the need for a competitive process, if the following conditions apply:

- the post holder has been in post for 12 months or more
- there are no employees on the Redeployment Register (who would be considered first) including employees who are registered due to ill health, or employees who are supernumerary in the same role and who have a permanent contract
- there are no other post holders who are in a similar post in that team or Locality, and have been for 12 months or more, who may be interested in this opportunity *
- no performance management or absence management issues have been formally identified and a capability, disciplinary or absence management procedure is underway
- this does not apply for any post in SCRA’s Executive Management Team when vacancies will normally be advertised internally and externally unless as a result of organisational change.

If there is only one suitable appointable candidate in a Locality / team then they can be converted from a temporary post holder to the permanent post holder if they have been on temporary contract(s) for 12 or more months and all the other policy criteria set out above in S6.10 are met.

* Where there is more than one eligible temporary post holder in a similar post in the Locality / team, then notes of interest should be obtained from the ring fenced group and a selection process invoked between those eligible candidates.

Thereafter, if the vacancy remains the next step in the process for filling the vacancy would be to consider those on the Internal Transfer Scheme (S6.7). If the vacancy still remains, the vacancy would be available for Open Recruitment (i.e. an advert).

Where the post holder has less than 12 months' service in the post and a decision is taken to make the post permanent or fill the post permanently, including where the post has been filled on a temporary basis previously, the post will be advertised (after consideration of any redeployees / supernumerary and internal transfer scheme employees). The current post holder can apply for the post and will be considered for selection along with all other candidates.

Where the post holder has less than 12 months' service in the post and a decision is taken to make the post longer term, the current post holders' temporary contract, secondment or fixed term contract, can be mutually extended without advertising.

6.11 Re-employment of Former Staff

Recruitment of all former staff must adhere to Scottish Government policy. There is no restriction on former staff re-applying to SCRA unless they have left under Voluntary Early Retirement, Voluntary Redundancy, Compulsory Redundancy or Ill Health Retirement *.

SCRA will only consider former staff of SCRA, who left the service with an enhanced Voluntary Early Retirement, Voluntary Redundancy or Compulsory Redundancy package for:-

- sessional employment in a different role, at the same or lower grade, to that of their previous substantive employment
- re-employment after a break in service of a minimum of two years

* 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 adviser.

6.12 Appointment of Previously Unsuccessful Candidates

When a vacancy occurs within six months of the date of the last interview for the same, or an identical vacancy, having been filled the Recruiting Manager may consider previously shortlisted candidates who met the essential criteria for the post and performed satisfactorily at interview. Offers can be made to the best candidate based on merit.

Appointment will be subject to satisfactory references, PVG and BPSS clearance and a pre-employment OH health check.

6.13 Advertising and Placement

Is there a need to Advertise?

- Before placing any advert, consideration must be given to any staff on the redeployment register including staff who are on permanent contracts but who are supernumerary, any temporary staff who are in the same post in the same Locality / team and have been for more than 12 months who meet the criteria set out in S6.10; and, then anyone on the Internal Transfer Register. HR can assist with this.

- Where a small number of Establishment funded hours become available, on a **temporary** basis of up to and including 0.4 Full Time Equivalent (FTE), i.e. up to and including 14 hours per week - then the hours can be aligned to an existing temporary or permanent part time post holder doing a like for like post, who is not in any formal absence management or capability or disciplinary process, without the need for a competitive process. Where a small number of Establishment funded hours become available, on a **permanent** basis of up to and including 0.4 FTE, i.e. up to and including 14 hours per week – then the hours can be aligned to an existing permanent part time post holder, or a temporary part time post holder with 12 or more months service, who is not in any formal absence management or capability or disciplinary process, doing a like for like post, without the need for a competitive process. However, care should be taken in all circumstances to ensure that if this situation arises, notes of interest are obtained from any suitable grouping of post holders who are in that post aligned to that team/Locality. Recruiting Managers retain the right to **hold** vacant funded Establishment hours; to **merge** vacancies with other vacancies to create a larger post, e.g. combine two 0.3 FTE posts to create a 0.6 FTE post without the need to allocate vacant hours to existing part time staff where justifiable operational reasons; or to **advertise** the hours.

Need for Advert Identified – Placing an Advert

- SCRA is committed to the development of its existing workforce. Therefore, any post that is being advertised, will normally be advertised internally on Connect, to help maximise equality of opportunity and provide staff with opportunities for career development.
- Anyone employed by SCRA at the point of advert is able to apply as an internal candidate including staff on temporary contracts and sessional staff. Long term agency staff can also apply if fully engaged with SCRA and contracted to provide services to SCRA for 12 weeks or more.
- Certain posts may, where considered appropriate, be advertised internally and externally at the same time. For example, if the assessment of the internal market in relation to the skills, experience, qualifications and/or behaviours, against the Person Specification, is such that an internal advert only is unlikely to attract a sufficient pool of candidates for a robust selection process; or where a number of internal similar adverts have been run recently, and based on that intelligence, there is a real expectation of a low number of internal candidates. Advertising internally and externally concurrently, may minimise any delay to recruitment, and minimise any gaps in operations, and reduce any impact on colleagues.
- All external adverts will as a minimum be advertised on www.scra.gov.uk. Other suitable mediums should be discussed with HR. The choice of media will be influenced by the skills and experience required and the prevailing market conditions impacting on candidate availability. HR hold the national recruitment budget and will make any final decision on any external media spend.
- Advert wording should be brief, but informative, and provide an overview of the post and working environment. It should attach the Job Description and Person Specification. HR have standard wording for generic posts and can support Recruiting Managers where necessary. Salary ranges are shown on adverts – with notification that appointment is typically at the bottom of the grade (particularly important to highlight in external adverts).
- SCRA branding should be used externally. Promotion of SCRA's equality and inclusion awards should be highlighted for internal and external adverts to encourage as diverse a range of candidates as possible.
- The advert should refer to the information sheet which details examples of adjustments which can be requested by candidates to support them in their application, e.g. Job Descriptions can be provided in alternative formats if a candidate is blind or partially sighted.
- SCRA has agreed, in partnership with UNISON, to advertise internal posts for a minimum of 10 calendar days of which 8 will be working days, and ideally over two weekends.
- Authorised VAFs must be with HR by close of play on Tuesday of each week, for publication on Thursday of the same week (some external media take longer to publish).

- Staff who are absent from their workplace or don't have access to Connect are responsible for making themselves aware of all relevant internal vacancies. They can do so by signing up for SCRA's "In Touch" communication which is a fortnightly summary of key articles from Connect and vacancies.
- Staff at work can sign up for the Outlook vacancy alert system on Connect to be notified of all internal vacancies.
- The application process detailed in the advert will be the same for internal and external candidates, i.e. typically SCRA's Application Form. CVs are normally not accepted. Candidates may also be asked to provide additional information specific to a particular post.
- All adverts will reference a reasonable adjustment information sheet which highlights SCRA's commitment to considering requests for adjustments to recruitment processes to support candidates with a disability, and provides examples of adjustments e.g. Job Descriptions can be provided in alternative formats.

Note: All adverts to state: - SCRA is a socially inclusive employer and welcomes applications irrespective of gender, gender reassignment, race, ethnic origin, age, pregnancy and maternity, sexual orientation, religion or belief, marital / civil partnership status, disability, care experience or socio economic status.

Where to Advertise

If advertising externally as well as internally, adverts must be placed on scra.gov.uk as a minimum. If additional media is to be considered, advice should be sought from HR as to the most appropriate and cost effective media. The following are some examples:

- post boards such as S1Jobs, Indeed
- social media – SCRA's Communications team can assist including Tweeting the advert / posting on Facebook and LinkedIn
- Jobcentre Plus - www.gov.uk/postsearch - vacancies can be advertised at Jobcentre plus offices where Disability Employment Advisers offer support for applicants with a disability to help open up opportunities
- regional, national press or specialist publications
- schools, universities or colleges
- recruitment agencies - SCRA does not typically use recruitment agencies and where this is deemed necessary, this should be done in line with the Scottish Government Temporary & Interim Staff Frameworks
- Scottish Government network employers
- word of mouth
- targeted emails to partner organisations

7. Selection Process

7.1 Shortlisting

Shortlisting should have a direct link to the essential and desirable criteria for the post as described in the Person Specification and Post Description, and any other associated material. A shortlisting form should be completed for each candidate. This will be used in shortlisting and for recruitment audit purposes, and so feedback can be given if appropriate on the application form.

When candidates are preparing their application forms they should be mindful of demonstrating the essential criteria for the post, and the desirable criteria where appropriate, highlighting any relevant transferrable skills. These criteria may be further tested in the subsequent selection process.

Shortlisting will be carried out by the Recruiting Manager and one other member of the interview panel wherever possible. Shortlisting should be carried out as soon as possible after the advert has closed.

Where a candidate has declared that they have a disability and ticked SCRA's Guaranteed Interview Scheme on their application form, they will be invited to interview if they meet all of the essential criteria. Interview letters will ask all candidates if they require any adjustments or special arrangements during the application or selection process. Further advice can be sought by the candidates or Recruiting Manager from HR.

Where after initial shortlisting, there are an excessive number of candidates who meet the criteria for the post e.g. over 6 for a single post, it is reasonable to select those whose shortlisting information feels most closely matched to the Person Specification. More focus should be given to those who meet the essential criteria than the desirable criteria in this scenario.

All shortlisting material should be returned to HR. The Recruiting Manager and interview panel will not have sight of the Equal Opportunities form completed with the application – this is only visible by HR.

7.2 Interview

The selection process is typically one stage, however, does not need to be limited to one stage. Further stages may on some occasions be helpful to identify the best candidate, e.g. in senior posts, or where candidates initially score closely at shortlisting. An initial screening interview may be beneficial where there are high volumes of candidates meeting the essential criteria. Any such screening interview should be sufficient to assess the key requirements for the post. When a screening interview is used, any second stage must include a further interview, and may also include other selection tools.

Regardless of the number of recruitment stages, selection will include a competency based interview, and will be structured in order that it is a professional and a valid selection method. The competencies assessed will be directly related to the post. It is recognised that the best indicator of future performance is past performance, and competency based questions are designed to enable the candidate to demonstrate transferrable skills, experience, behaviours and values with reference to past experience. For example, "can you provide an example of a situation at work which required collaborative team work, and what role you played to achieve the team's goal." In addition to competency based questions, the interview may contain some scenarios and/or additional questions, as long as they are relevant to the post or to the candidate's application.

Interview panels will normally comprise of 3 trained individuals, but can operate on occasion with 2. They are typically chaired by the Recruiting Manager where available. Where practical the panel should have a balance of genders to seek to minimise the risk of conscious or unconscious bias, or the perception of same. Due to the current gender demographic of our workforce, this is not always possible, e.g. where panel post holders are all of the same gender. The critical issue is that each panel member should have conducted SCRA's Recruitment and Selection training, and SCRA's Unconscious Bias training before taking part in any selection process. Any panel member will typically be of the same, or a more senior, grade to the post. It may be helpful to consider a panel member from another team to provide additional objectivity.

Questions will normally be asked by all or most panel members. On occasions there may be an Observer, e.g. a Modern Apprentice. If so, their role will be explained at the beginning of the interview. The interview panel should agree in advance who will take notes of the responses provided. The important thing is that this is done consistently for all candidates. Notes should be succinct, and aim to capture the key information delivered. They should be legible to aid constructive feedback. Any recruitment decision, and interview notes, may be audited.

SCRA works with partner agencies to involve children and young people in some selection processes, where appropriate and efficient to do so, recognising SCRA's Values including being a child centred organisation. Where this is used, the candidate's values and behaviours to underpin a child-centred approach to the post should be measured.

The selection process should provide enough evidence for the interview panel to be able to assess and select a candidate who best matches the skills, experience, qualifications, values and behaviours in the Person

Specification. On occasion, best fit within a team environment may also be taken into the final decision, e.g. where candidates score closely and they are appointable, this doesn't necessarily always mean alignment with the existing skills, knowledge, behaviours and values of team members, it may be that bringing in someone with different experiences or perspective will enhance the work of the team. On occasion positive action may be appropriate where candidates performance in the selection process is equal, in order to address any imbalances in the workforce.

7.3 Remote Interviewing and Selection

Virtual platforms are available such as 'Skype for Business' and can be used during an interview / selection process with internal or external candidates, e.g. if the candidate or panel are not able to be onsite during any selection activity. Offering this facility aims to support remote candidates applications and participation in selection processes. Guidance on using virtual platforms in selection is available by contacting the HR Helpdesk.

7.4 Supplementary Selection Tools

It may be beneficial on occasion to use additional selection tools. For example, scenario assessments; practical assessments such as team work, administrative, numerical or verbal reasoning assessments; post specific presentations; or psychometric assessments. Advice from HR should be sought if additional tools are to be used. HR can provide support in their use. Any reasonable adjustments required to ensure full participation of all candidates should be considered in advance. When using a selection tool, it should be clear what the tool aims to assess and how this will be measured, and this should be done in a non-discriminatory way and reasonable adjustments will be considered where feasible.

Skills and behaviours being assessed will vary between posts, but may include team work, working under pressure, IT skills, administrative accuracy, communication and interpersonal skills, influence and persuasion, empathy with children and young people and leadership.

Candidates will be advised of the format of any selection process in advance, e.g. in their interview invite letter. For example, in addition to a competency based interview whether they are required to prepare a presentation before the interview date and present it to the panel on the day; or that they will be given a written assessment to complete on the day. Any presentation topic can be given in advance or on the day. It should be made clear what materials / IT equipment may be required / used e.g. to deliver a presentation.

7.5 Decision Making

A structured interview scoring sheet should be completed for each candidate – examples can be provided by HR. It is for the panel to decide whether they wish to score individually or collectively, and whether to use a 1-5 scoring system or 1-10 (both are illustrated below). All candidates within any recruitment campaign should be assessed in the same way. Scoring will assist the panel to identify the preferred candidate, any reserves or whether none of the interviewed candidates are suitable for that post. Typically scores relate to the following:

- 1 (or 1 to 2) = unacceptable
- 2 (or 3 to 4) = below standard – development required
- 3 (or 5 to 6) = meets required standard
- 4 (or 7 to 8) = above standard
- 5 (or 9 to 10) = exceeds requirements

The panel should decide in advance what information to take into consideration in the final decision making. In addition to any results from the interview and any other selection tools, the interview panel may decide to score the application form and/or references. It is not however a requirement to score either, some flexibility to this element of the selection process is required as in some recruitment campaigns, all references will not be available e.g. where external candidates are being interviewed who may not provide authorisation to approach their current employer unless they are identified as the preferred candidate.

If the application form and/or references are scored, this should be agreed when designing the selection process and highlighted in the reference request letter. Advice can be sought from HR. In most cases a reference would typically score a “meets required standard” score, but may be scored above or below this if justifiable.

Consideration should be given in advance of any selection process, as to any weighting to be assigned to any element of the interview and / or any selection tool based on its relevance to the post, e.g. any weighting to be applied to a presentation compared to the weighting against each interview question score.

The interview panel should aim to reach a consensus about each candidate. In addition to reviewing where candidates have scored highly, the panel should not overlook a low score against an essential criteria, e.g. can any development need be supported? Where a consensus is not possible, the Recruiting Manager will typically make the ultimate decision. However, the panel must not appoint a candidate if they have any doubts about the candidate’s suitability for the post. Advice can be sought from HR in this situation.

A Notification of Appointment form, should be completed by the Interview Panel Chair to record the selection decision and the rationale. The sheet will typically detail the candidates shortlisted; whether they were appointable; the interview panel members names and the preferred outcome subject to pre-employment checks. This may be referred to should a similar vacancy arise within six months; or also in the provision of feedback; or for auditing purposes.

All interview notes and other selection material should be returned to HR at end of the selection and feedback process where it will be retained in line with SCRA’s Record Management Guidelines and GDPR.

8. Making an Appointment

8.1 Contacting Candidates

It is important to tell candidates the result of their interview timeously. Recruiting Managers should prepare well for it and offer candidates feedback either then or at a later date. Typically the **preferred candidate** will be contacted first. On occasion, with the aim of advising candidates asap, contact may be out with the normal working day but that is not an expectation of Recruiting Managers.

It is suggested that Recruiting Managers advise the candidate that they are “**the preferred candidate**” and the next step is complete pre-employment checks. If the candidate is external, advise the candidate whether there are any outstanding references such as current employer, and seek authorisation to approach any current employer where not previously permitted to do so. **No offer of employment is provided at this stage.**

Before contacting the preferred candidate, it is important to have clarified the starting salary and any other relevant terms and conditions of employment. Any announcement about the preferred candidate should be delayed until all candidates have been advised of the outcome. Where the preferred candidate is external, it may be appropriate to delay any internal announcement as to the preferred candidate’s identity until all pre-employment checks have been completed, and the candidate has informed any current employer.

8.2 Pre-employment Checks and Contract of Employment

References

References are requested to obtain factual information regarding the candidate and their suitability for the post. SCRA requires at least two written references. One must be from a candidate’s current or most recent employer, normally the line manager. A second or subsequent reference should ideally be from a previous employer or educational establishment. If employed for less than 3 years other suitable references should be obtained e.g. character references.

Ideally references should be obtained prior to interview. It is recognised that some external candidates may not be in a position to enable SCRA to approach current employer's before interview. Line managers are requested to make every best effort to provide references before interview. The date of interview will be advised to them.

A candidate 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.

Our external practice on employment references is to provide a factual reference only, unless asked to provide a character / personal reference for a former member of staff in which case this should not be on headed paper and should be marked clearly as a personal reference.

Occupational Health Online Health Screen

The preferred candidate will be asked to complete an online pre-employment medical assessment with SCRA's OH provider. This check is also needed by staff appointed to new roles and external candidates. Any adjustments recommended by OH will be advised to the recruiting manager.

Protection of Vulnerable Groups (PVG) and BPSS

PVG clearance is required for all candidates to SCRA before they can commence employment. PVG Application Forms must be completed by all candidates shortlisted for a post. Application forms will be sent to Disclosure Scotland once a preferred candidate has been identified. The resulting PVG will contain details of all criminal convictions, including any spent or unspent under the Rehabilitation of Offenders Act 1974.

Disclosure Scotland practices in accordance with UK legislation and has no authority to obtain record information from other countries. Therefore, if a candidate has never been resident in the UK or spent very limited time in the UK advice should be sought from HR about working with the candidate to ensure clearance. For example, reassurance for SCRA that they do not have any convictions, cautions, reprimands or final warnings which are not protected as defined by the Rehabilitation of Offenders Act 1974.

Baseline Personnel Security Standard (BPSS) clearance is required before an offer of employment to be able to access the SCOTS network.

Right to Work in the UK

SCRA is responsible for checking if a candidate is entitled to work in the UK before employing them. HR will assist with the process, and check thoroughly all necessary paperwork is correct and up to date. SCRA will also retain all necessary paperwork for appointed members of staff. British citizens, citizens of the Channel Islands, the Isle of Man, the Republic of Ireland and the rest of the European Union, Switzerland, Norway, Iceland and Liechtenstein are all currently entitled to work in the UK. Right to work checks continue in the same way as before Brexit until 30 June 2021 for citizens of the European Union, Switzerland, Norway, Iceland and Liechtenstein. For more information about eligibility to work in the UK and an employer's obligations, go <https://www.gov.uk/check-job-applicant-right-to-work>.

Pre-employment Check updates

HR is responsible for the completion of pre-employment checks and keeping the Recruiting Manager updated on their status. If required, e.g. by some external candidates, a "letter of intention" may be provided to the preferred candidate, explaining that they are the preferred candidate subject to satisfactory pre-employment checks. This letter **does not form an offer of employment**, nor a contractual obligation. Once all pre-employment checks are completed and assuming they are satisfactory, an Offer of Employment and Statement of Written Particulars, will be issued by HR. Following acceptance of which a start date can be agreed.

8.3 Probationary Period

SCRA will be introducing a Probationary Procedure shortly.

8.4 Selection process Feedback

Providing feedback is an important part of any selection process, and personal development. The candidate is responsible for requesting feedback. Interview panels will respond by providing feedback in a timely manner, usually within 10 working days upon receipt of the request. Candidates should take personal responsibility for ensuring their understanding of the strengths and development areas suggested from the Recruitment and Selection process. Support on preparing to make an application, and maximising your performance in a selection process, is available via HR. An eLearning module for staff on recruitment is being developed.

8.5 Corporate Induction and Local Induction into a Post

First impressions and a warm welcome into the organisation, or into a new post (internal appointments), are key to the start of a successful appointment. Please see SCRA's Corporate Induction guidance on Connect for more information. The induction checklist should be reviewed for internal appointments also to ensure all relevant induction activities are undertaken by the line manager.

9. Other

9.1 Complaints

Any allegation made by an internal or external candidate of discriminatory or unfair practices within a recruitment or selection process will be fully investigated. Any complaint should be made ASAP in writing to the HR Manager and no later than 7 calendar days of the outcome of the application being received by the candidate. A complaint should not only relate to the outcome of recruitment but should clearly state why the candidate feels there may have been a discriminatory or unfair practice within the recruitment and selection process.

If feasible, and appropriate to the nature of the complaint, recruitment may be frozen pending the outcome of the investigation. Due to the nature of recruitment, it may not always be feasible to freeze appointments, e.g. where the preferred candidate is external and has already resigned from employment.

A member of HR will conduct the investigation normally within 2 weeks of receipt of the complaint. The investigation findings will be passed to a more senior member of HR who will determine what action, if any, should be taken. Any allegation of discriminatory or unfair practice will not prejudice any future applications.

9.2 Secondary Employment

It is the responsibility of the preferred candidate before accepting any offer of employment, to notify the Recruiting Manager of any potential conflict of interest between working for SCRA in the post to which they have been selected, and any other post that they hold either paid or unpaid, and either internal or external. The Recruiting Manager will thereafter consider any conflict of interest, and if after seeking advice from HR and or Practice team, there is considered to be a conflict of interest, this will be discussed with the candidate and the decision may be taken not to progress with their application.

If a preferred candidate has a second post out with SCRA, the candidate must notify the Recruiting Manager timeously of the hours worked, to ensure compliance with the Working Time Regulations.

It is the candidate's responsibility to ensure any secondary employment does not affect their performance in their post with SCRA, and any adverse effect will be managed through SCRA's Capability Procedure.

9.3 Record Keeping and GDPR

Any applications, questionnaires, interview and selection records, and pre-employment checks will be held / destroyed in line with SCRA's Records Management policy and comply with relevant employment law and data protection legislation including the General Data Protection Regulations.