

Policy/Procedure Name:	Safer Recruitment		
Policy/Procedure Number:	HR 30/PR 01		
Date of Approval:	4 November 2011		
Effective Date:	7 November 2011		
Revised Date:	August 2022		
Review by Date:	August 2024		
Policy/Procedure Author:	Head of HR		
Policy/Procedure Owner:	Head of HR		
Management Committee Approved By:	Staffing Committee (TLT)		
Governor Committee (where appropriate) Approved By:	n/a		
For Action By:	Managers		
For Information to:	Employees		
Approval requested to upload on the Treloar Website:	Yes <input type="checkbox"/> (tick if requested)		
Who is carrying out EIA?		Date of EIA?	
Have we shown due regard for the 9 protected characteristics within the policy/procedure?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Are all opportunities to promote equality taken within the policy/procedure?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Refer Policy/Procedure to EDI Co-ordinator for further assessment	Yes	<input type="checkbox"/>	No <input type="checkbox"/>

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Aims

- To ensure that Treloar's Managers and Employees understand the reasons for and the essential requirements of Safer Recruitment practices.
- To ensure that the best possible staff are recruited on the basis of their merits, abilities and suitability for the position.
- To ensure that all job applicants are considered equitably and consistently.
- To ensure that no job applicant is treated unfairly on any grounds or protected characteristic including race, gender, disability, religion or religious belief, sexual orientation, marriage and civil partnership, pregnancy and maternity, gender reassignment or age.
- To ensure compliance with the recommendations of the Department for Education in "Keeping Children Safe in Education" and the code of practice published by the Disclosure and Barring Service (DBS).
- To ensure that the Trust meets its commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults by carrying out all necessary pre-employment checks.
- To ensure for the recruitment of School and College staff at least one of the interview panel members will have completed Safer Recruitment Training
- To ensure the recruitment process is efficient, effective and fair and in compliance with the requirements of a user of the positive about disabled people symbol.

Policy Statement

A policy on Safer Recruitment and supporting procedures and guidelines, are essential to meet current legislative requirements and for the proper operation and the efficient and effective running of Treloar's business and the health and safety of Treloars students and employees.

Treloar's shares a commitment to safeguard and promote the welfare of children and young people. Our commitment is underpinned by robust processes and procedures that seek to maximise opportunity, minimise risk and continuously promote a culture of safeguarding amongst our workforce.

Treloar's expects all staff and volunteers to share this commitment. This statement will be included in:

- publicity materials
- recruitment website
- advertisements
- candidate information packs
- person specifications
- job descriptions
- manager competency framework
- induction training

The Treloar policy and supporting procedures and guidance apply in relation to everyone who works in our education setting (where there are children under 18) who are likely to be perceived by the children as safe and trustworthy adults. These are people who regularly come into contact with children, or who will be responsible for children, as a result of their work. There are also people who regularly work in the school and college setting when students are present, who may not have direct contact with children as a result of their job, but nevertheless will be seen as safe and trustworthy because of their regular presence in the setting ie: self employed contractors and unpaid volunteers.

Specifically, the Treloar's policy and supporting procedures and guidance applies to all employees of Treloar's Trust including bank staff, regardless of length of service. It also applies to agency workers or self employed contractors, and volunteers.

Treloar's believes that safer practice in recruitment means thinking about and including issues to do with child protection and safeguarding and promoting the welfare of children at every stage of the process. It starts with the process of planning the recruitment exercise and, where the post is advertised, ensuring that the advertisement makes clear the organisation's commitment to safeguarding and promoting the welfare of children. Treloar's understands that it also requires a consistent and thorough process of obtaining, collating, analysing and evaluating information from and about applicants.

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Treloar's believes that making safeguarding and promoting the welfare of children an integral factor in HR management is an essential part of creating safe environments for children and young people.

Treloar's is committed to applying the safer recruitment policy, procedures and guidelines, thoroughly and consistently and fairly, whenever someone is recruited to work with children.

Treloar's recognises the importance of ensuring that everyone working in the school or college setting is aware of safer recruitment issues, and the need to adopt ways of working and appropriate practice to help reduce allegations. Treloar's also recognises that it is important that everyone is able to raise concerns about what seems to be poor or unsafe practice by colleagues and that those concerns and concerns expressed by the students, parents or others are listened to and taken seriously. There is commitment to taking all concerns seriously and that, where appropriate, action is taken in accordance with this policy, procedures and guidelines.

Advice on the implementation of the policy and supporting procedures and guidelines should be obtained from the Human Resources department.

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1. Introduction

A policy on Safer Recruitment and supporting procedures and guidelines, are essential to meet current legislative requirements and for the proper operation and the efficient and effective running of Treloar's business and the health and safety of Treloar's students and employees.

Treloar's shares a commitment to safeguard and promote the welfare of children and young people. Our commitment is underpinned by robust processes and procedures that seek to maximise opportunity, minimise risk and continuously promote a culture of safeguarding amongst our workforce.

The recruitment and selection procedures and guidance apply to all employees of Treloar's Trust including bank staff, regardless of length of service. They also apply to agency workers or self employed contractors and volunteers.

2. Vacancy Authorisation

There is no automatic expectation that a post will be recruited to. A Vacancy Authorisation Form (Appendix 4) must be completed and signed by the line manager and senior manager. The job description and person specification should be checked for accuracy and updated as necessary. All vacancies are discussed and agreed/not agreed to fill at Staffing Committee which meets twice a month.

3. Recruitment Timetable

An example timetable is described in Appendix 3

4. Job Descriptions and Person Specifications

The job description and person specification for a vacant post must be reviewed as part of the vacancy authorisation process (see paragraph 2 above). New posts, or posts where the duties and responsibilities have changed significantly, must be sent to the Head of HR for job evaluation.

5. Recruitment Advertising

All agreed appointments will be advertised and subject to competitive interview. No posts will be advertised until the vacancy authorisation has been agreed by Staffing Committee, and job descriptions and person specifications have been reviewed, and job evaluated if required. Advertisements may be internal only or published simultaneously internally and externally. Posts may be advertised internally only where it is anticipated that a suitable field of candidates exists and in response to specific needs such as redeployment.

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Advertisements are compiled by the HR Department. They should be clear and state briefly:

- the requirements of the job
- the minimum criteria from the person specification. The advert will include a reference to Treloar's commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults as well as the requirement for completion of an enhanced DBS check. This will also be reflected in the information pack sent to all applicants.
- what Treloar's does
- the job location
- the reward package ie pay and benefits
- job tenure ie; contract length and type
- the disability and IIP symbol (if possible with advert formatting)

For specifically agreed senior appointments, Treloar's may work with a specialist agency or head hunters. This may involve managing the advertising and process, and other aspects of the selection process. The decision to work with an agency or head hunters, will be taken by the Head of HR.

The example timetable in Appendix 3 should be followed for advertising a post.

6. Application Process

6.1 Applicant Information pack

Everyone who requests details about an advertised job role will be sent in the post or by email a Treloar's Applicant Information Pack. This will include all the information listed in Appendix 5.

6.2 Application Form.

All applicants seeking to work with children, young people and vulnerable adults must complete a Treloar's application form, which asks for key information in a consistent format. This applies to all job roles at Treloar's. A curriculum vitae will not be accepted in place of the completed application form.

Application forms will be used to enable all potential applicants to provide a common set of core data as follows:

- Current and former names, date of birth, current address, NI number and evidence of eligibility to work in the UK
- Full details of qualifications relevant to the position applied for including awarding body, date of award and location of study.

- Teachers will need to provide Education and Training Foundation, TRN/QTS number and GTC registration (if relevant).
- Full history in chronological order showing employment, study, voluntary work, with explanations for any periods not covered, and reasons for leaving employment.
- Details of referees – one of whom must be current or most recent employer. For an employee not currently working with children, but who has done so in the past it is important that the past employer should also be contacted. References will be requested directly from the referee by Treloar's and should be from a senior person with appropriate authority (e.g. a line manager), where possible. References should also be checked to ensure that they are from a legitimate source, especially where obtained via email.
- A statement from the applicant of their reasons for applying, and their personal qualities and experience which they believe, meet the person specification.
- There will be a statement explaining that the post is exempt from the Rehabilitation of Offenders Act 1974, requiring a signed statement as to whether the individual has been convicted or cautioned of any criminal offences, excluding those that are 'protected' and if so asking for details of the conviction(s) and the date(s) under separate cover address to the HR Manager and in an envelope marked "Private and Confidential".

7. Internal Recruitment and Transfer Process

Treloar Trust is committed to encouraging employee development and career progression. Where an employee wishes to explore or apply for vacancies in other departments within the organisation, the following working procedures should be followed.

Employee Responsibilities: If an employee wishes to accept an offer made to them for a vacancy in another department, the employee must inform their immediate line manager in advance of accepting the offer. .

Hiring Manager Responsibilities: Before confirming an appointment, the hiring manager must contact the employee's current line manager for purposes of reference and to establish conditions and timelines for the transfer.

Human Resources Responsibilities: To provide support and guidance to the hiring manager, the current manager and the employee throughout the recruitment and selection process.

Notice of Transfer: If the employee is successful at interview, the employee should notify their current line manager of the transfer. A date of transfer will be agreed upon by the managers of the affected areas and the employee. Generally, employees should anticipate at least four weeks formal notice. Employees should be released from their current position within a reasonable timeframe that balances the

business needs of both the outgoing and incoming department. In all instances, adequate notice of transfer must be given and agreed with the current line manager to avoid the risk of disrupting the workflow in the employee's current area.

Orientation Period for Transferred Employees: The first six months in the new position is an orientation period. An employee should be aware that it is necessary to satisfactorily meet the new position's performance expectations and standards as established by the new manager during the orientation period and the employee's performance will be reviewed throughout the orientation period in the usual way.

8. Short listing and dealing with applications

Short-listing of candidates will be against the person specification for the post assessing each candidate's qualifications, skills, experience, knowledge, aptitudes and abilities. Shortlisting should be completed by two people, one of whom should be Safer Recruitment trained.

Applications will be carefully scrutinised in order to identify any anomalies or areas of concern, which need to be followed up at interview. This will include any gaps in service or mid career moves from permanent to supply or temporary work.

Incomplete applications may not be considered during the shortlisting process.

Following short-listing the applicant may then be invited to attend a formal interview and/or selection tests at which his/her relevant skills and experience will be discussed in more detail.

Candidates should be given as much information as possible prior to interview to allow them to prepare and to minimise the risk of job offers subsequently being rejected.

All applications should be treated confidentially and circulated only to those individuals involved in the recruitment process.

9. Selection Techniques

Selection techniques should be chosen that are relevant to the job. All tools used should be validated and periodically reviewed to ensure their fairness and reliability.

Treloar's will use an interviewing process. This may be supported by: work observation, written tests, group exercises and discussions, and /or a presentation. For more senior appointments, consideration will be given to an assessment centre approach, including in tray exercises, group discussions and observation and occupational psychometric

testing. The selection techniques to be used will be an agreed decision between the appointing manager and the Head of HR.

10. Interviewing

Interviews must be conducted in a professional way, with trained and experienced interviewers. To ensure that the best candidate is selected, a formal, but relaxed atmosphere should be created, to enable each candidate to answer questions to the best of their ability.

Interviews must:

- Always be conducted by 2 or 3 people depending on the seniority of the post. A member of the HR department should be present on all panels when recruiting to a management or senior management position or when the interview panel does not have a suitably trained or experienced interviewer.
- Always be conducted by trained individuals, at least one member of the interview panel will have completed the Safer Recruitment E-Learning and Interview Skills training.
- Have a core set of questions that are asked of all candidates, with a scoring process to support detailed note taking by the interviewers
- Explore the applicant's ability to carry out the job description and meet the person specification.
- Enable the panel to explore any anomalies or gaps that have been identified so far in order to satisfy themselves that the chosen applicant can meet the safeguarding criteria.
- Ensure that, if students/pupils are involved in the recruitment process, safeguarding arrangements are in place so that no students are left alone with a candidate.
- Allow candidates the opportunity to ask questions.

In addition to assessing and evaluating the applicant's suitability for the post, for student-facing roles the panel should explore issues relating to safeguarding which may include:

- The candidate's attitude towards children/young people/Adults at Risk;
- His/her ability to support the organisation's agenda for safeguarding and promoting welfare;
- Motivation to work with children/ young people/Adults at Risk;
- Ability to form and maintain appropriate relationships and personal boundaries;

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- Emotional resilience in working with challenging behaviours;
- Attitudes to use of authority:
- Concerns or discrepancies arising from the information provided by the candidate and/or referee;
- Whether the candidate wishes to declare anything relating to the requirement for a Disclosure and Barring Service check.

Interviewers must comply with the Trust's Single Equality policy at all times.

The Trust will consider covering a candidate's reasonable travel costs if travelling from outside the local area.

Candidates should be informed of the time-scales involved in the interview process as part of the application pack. In addition they should be asked whether any adjustments need to be made for the interview, e.g. language barrier, disability access etc.

Candidates should be informed of any unforeseen delays in the recruitment process.

11. Pre- employment checks

11.1 Verification of identity and address

All applicants who are invited to an interview will be required to bring evidence of identity and address that meet current Disclosure and Barring Service guidelines including but not restricted to:

- current driving licence or passport or full birth certificate; and
- two utility bills or statements (from different sources) issued within the last 3 months showing their name and home address; and
- documentation confirming their National Insurance Number (P45, P60 or National Insurance Card); and
- documents confirming any educational and professional qualifications referred to in their application form.

Where an applicant claims to have changed his/her name by deed poll or any other mechanism (e.g. marriage, adoption, statutory declaration) he/she will be required to provide documentary evidence of the change.

11.2 References

References will be taken up after the job offer is made, unless required prior to interview and the offer will be made conditional upon satisfactory references being obtained.

If the references subsequently turn out to be unsatisfactory from the employer's perspective, the offer can be withdrawn without the employer being in breach of contract.

References for teaching staff will be taken up on short listed candidates prior to interview unless otherwise stated on the application form.

All offers of employment will be subject to the receipt of a minimum of two satisfactory references, one of which must be from the applicant's current or most recent employer.

For applicants who will be working directly with children, young people and vulnerable adults, if the current/most recent employment does/did not involve work with children, then the second referee should be from the employer with whom the applicant most recently worked with children or vulnerable adults.

Neither referee should be a relative or someone known to the applicant solely as a friend.

All referees will be asked whether they believe the applicant is suitable for the job for which they have applied and whether they have any reason to believe that the applicant is unsuitable to work with children or vulnerable adults. All referees will be sent a copy of the job description and person specification for the role, which the applicant has applied for. If the referee is a current or previous employer, they will also be asked to confirm the following:

- the applicant's dates of employment, job title/duties, reason for leaving, performance, sickness and disciplinary record
- whether the applicant has ever been the subject of disciplinary procedures involving issues related to the safety and welfare of children (including any in which the disciplinary sanction has expired)
- whether any allegations or concerns have been raised about the applicant that relate to the safety and welfare of children or vulnerable adults or behaviour towards children or vulnerable adults. We will only accept references obtained directly from the referee. We will not rely on references or testimonials provided by the applicant or on open references or testimonials.
- the Trust will compare all references with any information given on the application form. Any discrepancies or inconsistencies in the information will be taken up with the applicant before any appointment is confirmed.

11.3 DBS Disclosure.

All new employees will be subject to the enhanced DBS Disclosure. If this check brings undisclosed information to light, a member of the Treloar Leadership Team will make the final decision as to whether or not the applicant can be employed by the Trust.

There are two barred lists (one for children, one for vulnerable adults) which encompass all previous lists such as The Protection of Children

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Act (POCA) list, Protection of Vulnerable Adults (POVA) list, List 99 and the Disqualification Order Regime. The barred lists will also embrace a raft of other legally prescribed lists such as the Sex Offenders Register.

A full list of suitable identification for DBS checks is available from the HR department.

If a new employee has lived abroad for 3 months or more in the last 5 Years

All applicants who have lived abroad for three months or more within the last five years will be required to get Police Clearance Certificate from the relevant country. If this check cannot be carried out due to issuing country restrictions then a risk assessment will be carried out.

For more information please refer to the Treloar Disclosure and Barring Service Policy HR 02.

If an applicant applies for a position involving Regulated Activity but is barred from doing so the Disclosure and Barring Service must be informed of this application through their referral process.

11.4 Medical Examinations

Candidates are required to complete a pre-employment health questionnaire. If anything is declared that may affect the ability to undertake the role then candidates will need to complete an online questionnaire submitted direct to Occupational Health. Any physical and or medical requirement eg: the ability to lift, should be made clear either in the job advertisement or in other recruitment literature e.g: the job description.

Where it is necessary for a medical report to be obtained, this will be co-ordinated through Occupational Health and in compliance with the requirements of the Access to Medical Reports Act 1988.

11.5 Qualifications

Qualifications and registrations that are required for the job role e.g.: nursing, teaching must be checked and validated. Relevant certificates should be provided by the job applicant prior to starting employment.

Nursing and other professional (e.g. Health and Care Professions Council) registrations, where the registration is required to practice, must be checked with the professional body. If deemed necessary we may contact any applicable overseas professional body for a letter of professional standing.

12. Offers of Employment

All offers of employment are co-ordinated through the HR Department and are subject to satisfactory completion of pre employment checks.

Employment offers should contain:

- details of the terms and conditions, which will apply.
- any conditions to which the offer is subject.
- start date and any probationary period.
- inserts as detailed in Appendix 8.
- what action the candidate needs to take, eg returning a signed acceptance of the offer, agreement to references etc.

13. Recruitment via Bank and Agencies

Recruitment to the Treloar's Bank of casual/as and when staff will follow the same procedures as for permanent employees. This includes all the same pre employment checks.

The use of Agencies to recruit staff has a separate procedure. The process to ensure Agencies are compliant with Safer Recruitment procedures is summarised in Appendix 10.

14. Post Selection Process and Monitoring

This is undertaken to ensure that recruitment is effective, efficient and fair and in compliance with the requirements of a user of the disability symbol. Data collected for monitoring will not be used for any other purpose.

15. Implications of Policy/Procedure

15.1 Training Requirements

- Managers undertaking staff recruitment interviews to complete Safer Recruitment training.
- Managers undertaking interviews to attend Interview Skills training
- HR staff to complete Safer Recruitment training.
- HR staff to complete Interview Skills training.

15.2 Communication Requirements

How will the Policy/procedure be communicated:	The policy will be uploaded on share point, so accessible by all staff.
Who will ensure the above communication is carried out::	Managers Head of HR HR Advisors PA to the Finance and Resources Director

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Do the changes made to this policy/procedure affect any other policies/procedures? If yes, has this been communicated to the policy/procedure author/owner	No
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15.3 Inclusive Communications

If you require this document in an alternative format, such as large print, audio description, or a coloured background, please contact Jo Cox at jo.cox@treloar.org.uk

15.4 Other Implementation Requirements

16 Monitoring and Review

The effectiveness of this policy will be reviewed by:

- Monthly data report – number of policies in/out of date
- Treloar Leadership Team (TLT)

17 Links to other related policies, procedures or documents (internal)

- | |
|--|
| <ul style="list-style-type: none"> • DBS Policy • Safeguarding Policies and Procedures • Equality and Diversity Policy and Procedures |
|--|

18 Further sources of information (external)

- | |
|--|
| <p>The Every Child Matters : Change for Children 2004
 The Equality Act 2010
 Children Act 2004
 Safeguarding Vulnerable Groups Act 2006
 Education Act 2011
 Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975 as amended
 Working Together to Safeguard Children 2013
 Police Act 1997
 Safeguarding Vulnerable Groups (Prescribed Criteria & Miscellaneous Provisions) Regulations 2009
 Safeguarding Vulnerable Groups (Regulated Activity, Miscellaneous and Transitional Provisions and Commencement No 5) Order 2009
 Disclosure & Barring Service
 Rehabilitation of Offenders Act
 General Data Protection Regulation (GDPR) 2018
 Disqualification under the Childcare Act 2006</p> |
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19 Revision History

Listed below is a brief audit trail, detailing amendments made to this policy procedure in last 4 years

Page/para No.	Brief description of the change(s)	Change made by	Date
Section 6 / bullet 3	DfE number replaced by QTS/TRN number	GF	05/02/19
Section 10 / bullet 2	At least one member of the panel should have had interview skills training.	GF	05/02/19
11.3	Addition of overseas police check (already in DBS policy)	GF	05/02/19
11.5	Health questionnaire only sent to OH now if Treloar questionnaire declares something that could affect the ability to carry out role.	GF	05/02/19
11.6	Therapy registrations must be checked	GF	05/02/19
Appendix 2	Starter checklist updated	GF	05/02/19
Appendix 5	Application pack enclosures updated	GF	05/02/19
Appendix 6	Application form updated	GF	05/02/19
Appendix 7a	Interview checklist updated	GF	05/02/19
Appendix 7b	Bank interview checklist updated	GF	05/02/19
Appendix 8	Enclosures with letter of appointment updated	GF	05/02/19
Appendix 10	Agency checks updated	GF	05/02/19
6.2	Clarification about who references should be	KG	July 19
10.	Additional information regarding safeguarding	BB	July 19
11.3	Additional information regarding applicants who have lived abroad	KG	July 19
11.5	Additional information regarding pre-employment questionnaire	KG	July 19
11.6	Additional information regarding Nursing and Health Care professionals registration	BB	July 19
Section 11	Added: References for teaching staff will be taken up on short listed candidates prior to interview unless otherwise stated on the application form.	KG	19/03/2021
Pre-employment checks	Added: Overseas police checks, Settled Status' Right to work	KG	19/03/2021
Appendix 11	Removed Disqualification Declaration form as no longer allowed to ask all staff to complete (ref Disqualification under the Childcare Act 2006).	KG	20/05/2021
Appendix 11	SSA Internal Transfer Request Form added	KG	20/05/2021

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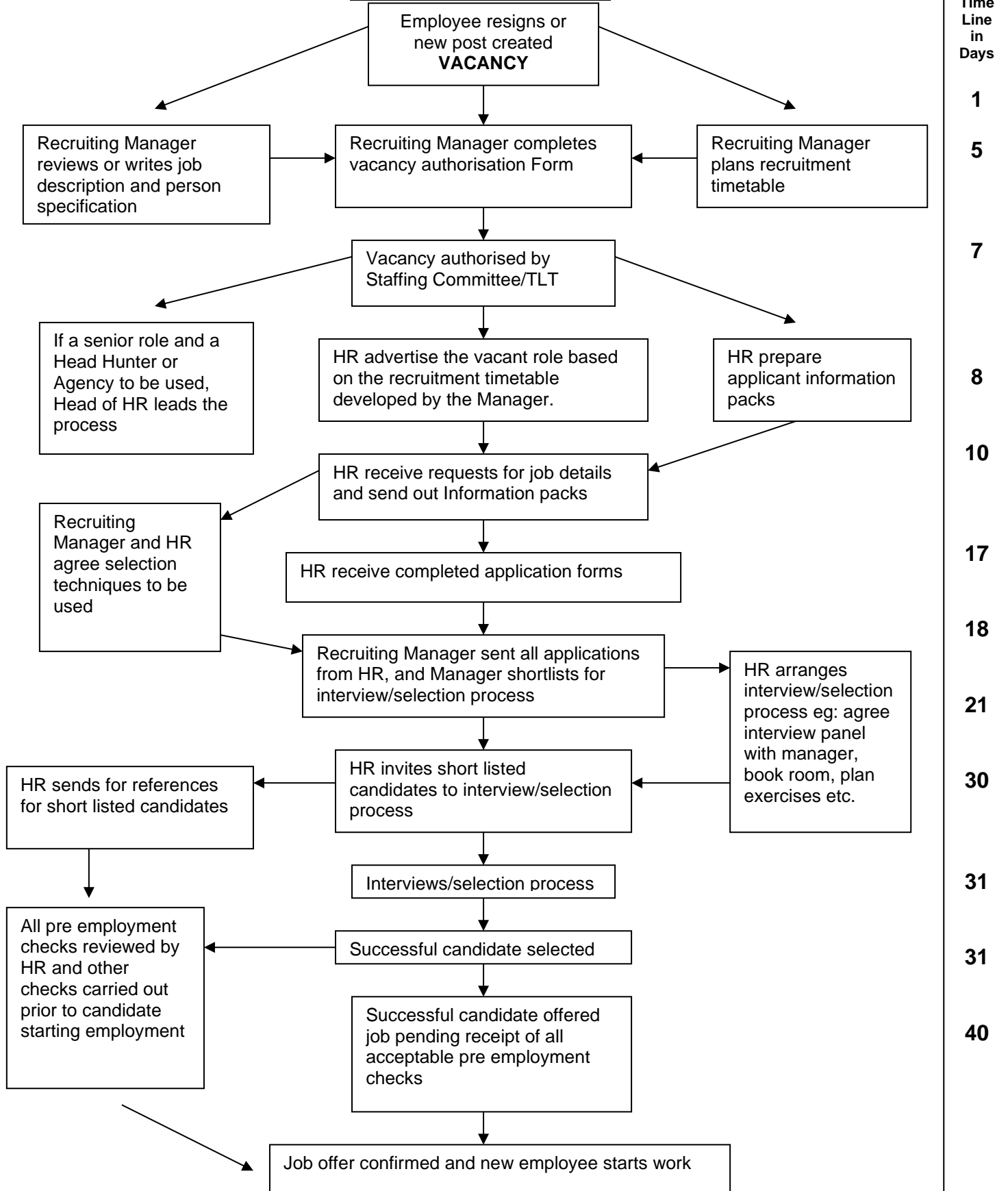
IMPORTANT NOTES:

It is essential for those with designated responsibilities to familiarise themselves with the sources of information, referred to above.

Policy documents describe mandatory minimum standards and will be subject to audit and review. Line managers are required to ensure suitable and sufficient arrangements are in place to meet policy requirements, including the provision of information and instruction to staff.

APPENDIX 1

PROCESS FLOW CHART



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APPENDIX 2

Starter Checklist

Name		Position		
Document	Date Sent / Required	Date Received / Actioned	Date Chased	Date Received / Actioned
Application Form				
Gaps of Employment Checked				
Interview Notes (at least two sets)				
SSA split information added to iTrent				
Pre-Employment Medical Declaration				
OH Report Required? (please circle)	Y / N			
Reference 1:				
Reference 1 - Verified				
Reference 2:				
Reference 2 Verified				
Letter Of Appointment				
Job Description				
Contract Of Employment				
Facebook Link (once contract received)				
ID Documents				
DBS Declaration Form				
DBS Sent: E.....				
DBS Risk Assessment (please circle)	Y / N			
Overseas Police Check (please circle)	Y / N			
EU Settlement Status (please circle)	Y / N			
Disqualification Declaration				
GDPR Privacy Notice				
Photo Permission Declaration				
Emergency Contact Form				
Expression Of Wish Form				
Bank Details & P46/P45,				
Qualifications				
All action completed				
Signature:			Date:	
After file has been signed off				
COVID Vaccination Information Email	Date Sent:			

APPENDIX 3

RECRUITMENT ADVERTISING AND SELECTION TIMETABLE (Local Press)

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Below is an **example** of a timetable of the Recruitment process showing the number of working days each stage usually takes.

<u>eg DATE</u>		<u>No OF DAYS</u>
WED 01	REQUEST ADVERT AND JOB DESCRIPTION When employee gives notice to leave, Head of Department immediately requests a previous advert and job description/ person specification from the HR Department. Any changes to the job description/person spec and advert should be sent to HR who will arrange for the advert to appear within agreed timescales.	0
WED 08 **	DRAFT ADVERT COMPILED BY NOON	5 **
FRI 17 **	ADVERT APPEARS IN LOCAL NEWSPAPERS Specialist publications are issued monthly or fortnightly and deadlines are longer than for local press. Check with HR.	4 **
FRI 31 #	CLOSING DATE FOR APPLICATIONS This date should be at least 2 weeks after the advert appears to allow applicants sufficient time to apply.	10 #
MON 03 #	APPLICATION FORMS TO MANAGER Application forms will be sent to the recruiting manager to allow a short-list to be selected. Generally this should be no more than 6 applicants.	1 #
THU 06	APPLICATION FORMS TO HR FOR INTERVIEW LETTERS Selected shortlisted candidates should be notified to HR within 4 days so that letters inviting them to interview can be issued giving at least one week's notice from the time they receive the letter. Employers' references will, in certain circumstances, be taken up at this point if the candidate has given their consent.	3
FRI 07	INTERVIEW LETTERS SENT TO CANDIDATES	1
WED 19	INTERVIEW DATE Wherever possible, this should be at least 10 days later than letters inviting candidates have been issued.	7

TOTAL 35

NB. This recruitment process takes **7 weeks to interview date** and then the successful candidate is likely to have to give his present employer one month's notice (longer for senior appointments).

**** This part of the process cannot be shortened.
#.....# This part of the process may be shortened
Heads of Departments may shorten the remainder by a quicker turn around.

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APPENDIX 4

VACANCY AUTHORISATION FORM

Vac.No. V13

All vacancies that are to be advertised must have an authorisation form completed. Please complete all the fields below and send to the HR Department, once the appropriate signatures have been obtained. The form will then go to the next Staffing Committee (meetings held on Tuesdays) to be considered.

Post Title	
Location	
Date Post Vacated	
Type of post Replacement / New / Maternity Cover Permanent / Temporary / Fixed term	
Name of staff being replaced (if applicable)	
Full/Part Time	
No. of Hours per week	
Type of Contract Term time / Annualised Hours / Full Year	
Salary Range/Band	
Charged to Cost Centre	
Total Cost Centre Establishment (FTE)	
Total Cost Centre Actual (FTE)	
Pending Leavers (name of pending staff leaver and FTE)	
Pending Authorisations/Joiners (FTE)	

JUSTIFICATION FOR RECRUITMENT:

Is this post within your authorised establishment? Y / N

Has this post been thoroughly reviewed to see if it is required at all? Y / N

Has the job description been reviewed in the light of your present needs? Attach JD to be used for this recruitment.

REDEPLOYMENT ASSESSMENT:

Has this post been reviewed for a matched redeployment across the Trust? Y / N

MEMBERS OF INTERVIEW PANEL: HR+

FORM COMPLETED BY: _____ **DATE:** _____

AUTHORISED BY: Both the relevant manager and TLT member

Signature
Date

Date

Signature

Policy/Procedure Name: Safer Recruitment

Policy/Procedure No: HR 30/PR 01

Effective Date: 4/11/11

Date Reviewed: Aug 2022

Review by Date: Aug 2024

FOR OFFICE USE ONLY

Date Sent to Staffing Committee: _____

Financial or Budgetary Change (including new or additional roles): Y/N
(If N – notify CEO if approved. If Y – recommendation with business case to be sent to CEO if approved)

Staffing Committee Outcome: Authorised / Rejected / On hold

Member of HR at Staffing Committee: _____

Action to be taken: (Eg; Advertise, on hold, more information required, notify CEO, recommendation & business case to be sent to CEO)

Follow up by:

Signed

Print Name

(date)

APPENDIX 5

CONTENTS OF APPLICANT INFORMATION PACK

Application Form

Job Description and Person Specification

General information for prospective employees – including employee benefits summary.

Application form guidance

Stand Up & Be Counted (EDI) Booklet

Benefits Leaflet

Policy/Procedure Name: Safer Recruitment

Policy/Procedure No: HR 30/PR 01

Effective Date: 4/11/11

Date Reviewed: Aug 2022

Review by Date: Aug 2024

APPENDIX 6



Treloar Trust
Powell Drive
Holybourne
Alton, Hampshire
GU34 4GL
Website: www.treloar.org.uk

Application for Employment

Please complete all sections of this form.
Completed forms are to be returned to the Human Resources Department

Tel: 01420 547400
Email: hr@treloar.org.uk



POSITION APPLYING FOR	HOURS OF WORK (DELETE AS APPROPRIATE)
	Full-time/Part-time/Bank
Where did you hear about this position?	

PERSONAL DETAILS			
Title - Mr/Mrs/Miss/Ms/Other:	Surname:	Forename(s) (in full)	Previous Surname(s)
Home Address		Contact Details	
		Home Telephone No:	
		Mobile No:	
		Email:	

EMPLOYMENT HISTORY			
Date from (mm/yy)	Date to (mm/yy)	Name & address of employer	Job title, type of work & reason for leaving

CURRENT SALARY/MOST RECENT SALARY AND ASSOCIATED BENEFITS			
Salary (per annum)	£	Benefits	Pension <input type="checkbox"/> Child care vouchers <input type="checkbox"/> Healthcare <input type="checkbox"/> Staff Discounts <input type="checkbox"/> Life insurance <input type="checkbox"/> Annual leave

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PREVIOUS EMPLOYMENT HISTORY			
Please provide details of ALL previous employment (if necessary please continue on a separate sheet).			
Date from (mm/yy)	Date to (mm/yy)	Name & address of employer	Job Title Description of work & reason for leaving

GAPS IN EMPLOYMENT		
Please indicate in the space below any gaps in your employment history and explain the reasons for these gaps e.g. unemployment, travel, and childcare. We require this information in order to ensure the safeguarding of our students and in-line with our internal recruitment process.		
Date from (mm/yy)	Date to (mm/yy)	Reason

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EDUCATION & QUALIFICATIONS		
Name of School, College, University	Date	Qualification/Grade

JOB RELATED OR RELEVANT TRAINING	
Date	Course Title

MEMBERSHIP OF PROFESSIONAL BODY/INSTITUTE				
Name of Institute/Body	Membership Grade	Membership No.	Examination	Date
			Yes <input type="checkbox"/> No <input type="checkbox"/>	
			Yes <input type="checkbox"/> No <input type="checkbox"/>	
			Yes <input type="checkbox"/> No <input type="checkbox"/>	

Policy/Procedure Name: Safer Recruitment

Policy/Procedure No: HR 30/PR 01

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Date Reviewed: Aug 2022

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EMPLOYMENT REFERENCES

Treloar Trust requires two employment references from all candidates. These references must be from your two most recent employers. Neither referee should be a relative or someone known to the applicant solely as a friend.

Please provide details of the individual we should contact.

If you are unable to give two employment references then please provide the name of an individual who can provide an independent character reference.

REFERENCE 1 (must be most recent employer)

Name:		Can we contact prior to interview?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Job Title		Telephone No.	
Company		Email:	
Address		Relationship to you	

REFERENCE 2

Name:		Can we contact prior to interview?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Job Title		Telephone No.	
Company		Email:	
Address		Relationship to you	

PROTECTION OF CHILDREN

(Rehabilitation of Offenders Act 1974 (Exceptions) (Amendment) Order 1986)

The Trust takes advantage of the national arrangements organised by the Disclosure & Barring Service whereby they check that people appointed to the staff do not have a police record of a nature that would indicate that they are not suitable for such a post. All short-listed candidates will be asked at interview to confirm that they have no such record. The successful candidate will be required to provide the information on which the DBS check will be based and to agree to that check being carried out. **This check is not limited by the Rehabilitation of Offenders Act to offences committed within the recent past.** A copy of the Code of Practice is available upon request.

Have you been convicted of any criminal offences? Yes (see below) No

If you answered **yes** to having a criminal offence then please give details of the conviction(s) and the Dates(s) under separate cover. Please address this marked 'Private & Confidential', in a sealed enveloped marked for the attention of the Head of HR.

ELIGIBILITY TO WORK IN THE UK

I confirm that I am eligible to live and work in the UK Yes No

My National Insurance Number is:

REASON FOR APPLICATION

Please provide further information regarding the reason for applying for this position (please continue on additional sheet if required)

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DECLARATION

Please read, sign & date

I hereby declare that I have completed this application truthfully and understand that I will be liable to disqualification or dismissal should any of the information be found to be false.

NOTE: The Treloar Trust complies with the provisions of the Data Protection Act 1998, which defined personal information relating to ethical/racial origins as sensitive data.

By signing this form you give your consent for the Trust to process sensitive and other personal data for the purposes of recruitment and selection. If you complete and return this form electronically it will be deemed that you agree to the declaration.

Signature

Date



**TRELOAR TRUST IS COMMITTED
TO SAFEGUARDING CHILDREN, YOUNG PEOPLE AND VULNERABLE ADULTS**

All successful candidates will be subject to a Disclosure & Barring Service Check along with other relevant employment checks.

Due to the high number of applications we receive if you have not heard from us within 3 weeks of the closing date please assume you have been unsuccessful.

Thank you for expressing your interest in working for Treloar Trust.

Equality and Diversity Monitoring Form

In order to monitor our Equality and Diversity policy we would ask you to complete this form. This information will be used for monitoring purposes only and will not be used in assessing and or scoring your application or at interview stage. It is used for statistical purposes and will be recorded on a computer database and access to this information will be security controlled and limited to staff within Human Resources Department.

Forename		Surname	
Date of Birth		Nationality	
Position applied for			

Gender	
Female	<input type="checkbox"/>
Male	<input type="checkbox"/>
Trans-Gender	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Sexual Orientation	
Bisexual	<input type="checkbox"/>
Gay Man	<input type="checkbox"/>
Gay Woman / Lesbian	<input type="checkbox"/>
Heterosexual	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Age Band	
16-24 years	<input type="checkbox"/>
25-34 years	<input type="checkbox"/>
35-49 years	<input type="checkbox"/>
50-64 years	<input type="checkbox"/>
65 and over years	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Religion / Belief	
Buddhist	<input type="checkbox"/>
Christian	<input type="checkbox"/>
Hindu	<input type="checkbox"/>
Jewish	<input type="checkbox"/>
Muslim	<input type="checkbox"/>
Sikh	<input type="checkbox"/>
Other	<input type="checkbox"/>
None	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Ethnic Origin	
White	
• British	<input type="checkbox"/>
• Irish	<input type="checkbox"/>
• White Other	<input type="checkbox"/>
Asian or Asian British	
• Bangladeshi	<input type="checkbox"/>
• Indian	<input type="checkbox"/>
• Pakistani	<input type="checkbox"/>
• Any Other Asian	<input type="checkbox"/>
Black and Black British	
• African	<input type="checkbox"/>
• Caribbean	<input type="checkbox"/>
Mixed	
• White & Asian	<input type="checkbox"/>
• White & Black African	<input type="checkbox"/>
• White & Black Caribbean	<input type="checkbox"/>
• Any Other Mixed	<input type="checkbox"/>
Other	
• Chinese	<input type="checkbox"/>
• Any Other	<input type="checkbox"/>
• Prefer not say	<input type="checkbox"/>

Do you consider yourself to have a disability?	
Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Prefer not say	<input type="checkbox"/>

The Trust is an equal opportunities employer. The aim of our policy is to ensure that no job applicant receives less favourable treatment as a consequence of their age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or philosophical belief, sex or sexual orientation, responsibility for dependants, employment status, trade union membership or social and economic status. Furthermore, the Trust believes that an individual's criminal record should not lead to less favourable treatment unless it can be shown to be clearly related to the duties or role expected of the employee. Selection criteria and procedures are intended to ensure that individuals are selected, promoted and in all other ways treated on the basis of their relevant merits and abilities.

All information provided by applicants will be treated as confidential





General Information for Prospective Employees

Welcome to the Treloar Trust. The following information covers some of our Terms and Conditions of Employment and general information regarding working for the Trust. Please read it prior to coming to your interview, where we will be happy to answer any questions that you may have.

Pensions and Retirement

The Trust operates a Group Personal Pension Scheme that is available to all permanent members of staff after three months of service. The employee's contribution is flexible from 2% of basic salary up to the maximum allowed by the Inland Revenue. The employer will pay one and a half times the employee's contribution to a maximum of 7.5% of basic salary. Teachers may join the Teachers Pension Scheme.

Life Insurance

Free life insurance cover equal to three times the basic salary is provided for all permanent employees. (Excluding those in the Teachers Pension Scheme who have life insurance provided as part of their pension arrangements)

Training

At the Trust we believe that training is essential to enable all employees to perform their duties to the highest standard. Whilst you are with us you will have the opportunity to develop your existing skills and to learn many new skills. This will be through a combination of on-job and off-job training, often supported by formal qualifications. Some training is mandatory e.g. induction, moving and handling and everyone is required to attend the annual Trust Training Days. Please be aware that some parts of these courses may take place outside normal working hours.

Sick Pay

If you are absent from work and your illness or injury prevents you from working you may be entitled to the following sick pay benefits (including the amount of any statutory sick pay or social security sickness benefit to which you may be entitled) provided that the Trust is satisfied with the reasons given for your absence. Depending on your length of service, the benefits outlined below may apply.

Within your first year of employment with the Trust your entitlement to Trust sick pay will accrue at the rate of two days for each completed month of service up to a maximum of 20 days. Thereafter the following Trust sick pay may be paid:

Period of continuous service on the first day of absence	Period of full pay	Period of half pay
During first 3 months	SSP only	0
After 3 months and up to 12 months	2 weeks	0
After 12 months and up to 18 <u>mt</u> hs	4 weeks	0
Over 18 months and up to 3 years	4 weeks	2 weeks
Over 3 years	6 weeks	2 weeks

Beverages and Meals

All members of staff pay for beverages available during their working hours to avoid tax problems. The amount you pay depends on the number of hours that you work and ranges from £1.33 to £4.99 per month. Staff may eat in the Dining Room for a very reasonable charge.

Swimming Pools

Staff may use the heated indoor swimming pool at the College at certain times.

Union Membership

Union membership is voluntary. No union has been recognised fully in any part of the Trust, but Unite has been granted limited rights in the Catering and Ancillary departments. Should you decide to join Unite your subscriptions may be deducted through payroll.

Conflict of Interests

Trust employees are not permitted to undertake any other employment that, in the opinion of the Trustees, would interfere with the efficient discharge of their duties.

Car Parking

All staff cars should be parked in the main car parks. The Trust can accept no responsibility for the loss of or damage to any vehicle parked on or near Trust property, however caused.

**TRELOAR TRUST IS COMMITTED
TO SAFEGUARDING CHILDREN, YOUNG PEOPLE AND VULNERABLE ADULTS**

All successful candidates will be subject to a Disclosure & Barring Service Check along with other relevant employment checks.

APPENDIX 7 (a)

TRELOAR TRUST - INTERVIEW CHECK LIST

Candidate Name: _____ Date _____

Interviewers: _____

				Signed
Proof of ID (HR)	Confirm you have seen a passport/photo driving license proving the person's ID and at least one item of address-related evidence e.g. utilities bill, bank statement.			
Qualifications (HR)	Does the employee require any qualifications for this post? Take copies of any certificates for qualifications that are relevant to the post. Qualifications:	Yes	No	
Lapses In Employment	Are there any lapses of employment? Make a note of the reason for any lapses in employment below – all gaps since school of a month or more.	Yes	No	
Dates of lapses of employment		Reason for lapse of employment		
Salary	Explain the salary scale and points. Salary paid on last Friday in month directly into a bank or building society account.	Salary		
Hours	How many hours per week/fortnight or month? Rota basis or fixed hours?	Hours		
Leave	Confirm holiday arrangements. For 52 week contracts explain the dates of the leave year, entitlement to <u>27 days holiday plus bank holidays</u> and that holidays must be approved in advance by the Department Manager. Most School and College staff work term time.	Holiday		
Holidays	Does the candidate have any pre-booked holidays or commitments? If yes, please note the dates. This leave may be unpaid, but will be honoured. Dates:	Yes	No	
Pension	There is a Group Personal Pension Scheme available to all staff. The employee chooses their contribution from 2% upwards and the Trust will pay one and a half times this to a max of 7.5%. Employees who meet the government criteria will be auto-enrolled after 3 months of employment. TPA is available to teachers.			
Life Insurance	All employees are covered by the Trust's life insurance policy to <u>three times annual salary</u> (Not applicable to Teachers in Teachers Pension Scheme – covered in TPA)			

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HSF	HSF is a cash health plan provided to employees for free. Money can be claimed back eg. glasses, optical, dental, hospital stays. You will also receive Perkbox which gives you various discounts including cinema tickets.		
Training	Training to enable employees to do their job to the best of their ability is fully supported at the Trust. Employees must attend the <u>first induction</u> course after they join. Term time employees have to attend a number of <u>set training days per year</u> . Explain any mandatory training requirements.		
Staff Intro – SSA/Facilities /Catering/ Medical/ Therapy	If the candidate is applying for a job in one of these areas, check if the Trust was recommended by an existing employee. If so, please note the employee's name. Employee Name:	Yes	No
Start Date	What is their notice period? When can they start work? Note that no-one can start without a DBS check, Occupational Health check or references. Notice Period:		
Fitness for the Role	Are there any adjustments you think we will need to make to support you to be able to carry out the role? Please state if the <u>answer is yes and provide detail</u> .		
Disclosure Do you have any cautions, warnings or convictions, even if they are deemed as spent?	All staff <u>are</u> subject to Disclosure & Barring Service check which covers any conviction they have ever had, even those which would normally be considered spent excluding 'protected' cautions and convictions. A conviction will not necessarily bar a person from employment with us. However, failure to declare a conviction that is subsequently exposed may result in an offer of employment being withdrawn. You must explain this and ask the candidate if they have any convictions or cautions. The Trust will pay for Disclosure applications. Disclosures:	Yes	No
Decision	Explain when a decision will be made and how candidates will be informed. Allow time for successful candidates to consider an offer when deciding when candidates will be informed. Double check telephone numbers if intending to call candidates.		

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APPENDIX 7 (b)

TRELOAR TRUST - INTERVIEW CHECK LIST (BANK STAFF)

Candidate Name: _____ Date _____

Interviewers: _____

				Signed
Proof of ID	Confirm you have seen a passport/photo driving license proving the person's ID and at least one item of address-related evidence e.g. utilities bill, bank statement.			
Qualifications	Does the employee require any qualifications for this post? Take copies of any certificates for qualifications that are relevant to the post. Qualifications:	Yes	No	
Lapses In Employment	Are there any lapses of employment? Make a note of the reason for any lapses in employment below.	Yes	No	
Dates of lapses of employment		Reason for lapse of employment		
Bank rates	Explain the salary scale and points. Salary paid on last Friday in month directly into a bank or building society account.	Salary		
Hours	How many hours per week/fortnight or month? Is the candidate happy to be called for last minute cover needs?	Hours		
Holiday pay	The Trust run a holiday pay scheme for Bank staff administered by the Payroll Department.			
Pension	There is a Group Personal Pension Scheme available to Bank staff with 3 months service. The employee can pay 0.8 % of qualifying earnings increased to 1% with tax relief and the Trust will pay 1 % of qualifying earnings.			
Training	Training to enable employees to do their job to the best of their ability is fully supported at the Trust. Employees must attend the <u>first induction</u> course after they join. Explain any mandatory training requirements.			
Start Date	What is their notice period? When can they start work? Note that no-one can start without a DBS check or Occupational Health check. Notice Period:			

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<p>Disclosure Do you have any cautions, warnings or convictions, even if they are deemed as spent?</p>	<p>All staff are subject to Disclosure & Barring Service check which covers any conviction they have ever had, even those which would normally be considered spent excluding 'protected' cautions and convictions. A conviction will not necessarily bar a person from employment with us. However, failure to declare a conviction that is subsequently exposed may result in an offer of employment being withdrawn. You must explain this and ask the candidate if they have any convictions or cautions. The Trust will pay for Disclosure applications. Disclosures:</p>	Yes	No	
<p>Decision</p>	<p>Explain when a decision will be made and how candidates will be informed. Double check telephone numbers if intending to call candidates.</p>			

Policy/Procedure Name: Safer Recruitment

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Review by Date: Aug 2024

APPENDIX 8



|

ENCLOSURES WITH LETTER OF APPOINTMENT

For Immediate Return

1. Duplicate Letter of Appointment (signed & dated)
2. Duplicate Job Description (signed & dated)
3. Duplicate Statement of Terms and Conditions of Employment (signed & dated)
4. Emergency Contact Form
5. Expression of Wish Form (signed & dated)
6. Privacy Notice (signed & dated)
7. Photo Permission Declaration
8. Pre-Employment Health Questionnaire
9. HMRC Starter Checklist (or P45 if you have one)
10. Bank Details Form

Car Parking Information

Please email the following information to our Jowett Centre Reception (JC@treloar.org.uk) if you plan to drive to work so that you can be registered on our barrier security system:

- Your name
- Department (including residential house, school or college)
- Anticipated start date of employment
- Mobile phone number

- Car Registration Number
- Make
- Model
- Colour

You may register one other vehicle if required.

If you only have use of a registered vehicle for short-term use (hire car for example) please let the Jowett Centre know when you no longer have use of it.

Please remember to inform the Jowett Centre Reception if any of the information you have provided needs updating.

IMPORTANT

If the requested documents are not returned in time then this could delay your start date. When returning documents, please check that adequate postage has been paid.

APPENDIX 9

RECRUITING MANAGER AND HR RESPONSIBILITIES

Recruiting Manager	Human Resources Department
<ul style="list-style-type: none">• review current/write new job description and person specification and send HR for job evaluation• complete vacancy authorisation form and send to HR• write recruitment timetable and send to HR• shortlist applicants using essential criteria from person specification• agree selection techniques with HR• plan core interview questions, including safeguarding questions• confirm interview date and times with HR in line with recruitment timetable• interview/select• select appointable candidate and contact him/her verbally with job offer subject to all pre employment checks• agree a start date with HR, and liase with HR regularly to monitor receipt of pre employment checks• plan induction and book onto induction training	<ul style="list-style-type: none">• take vacancy authorisation form and supporting details to staffing committee/TLT• advertise vacant role once agreed• prepare job information packs• if senior role, Head of HR to take lead with agencies/head hunters• send out job information packs and application forms when requests received• receive application forms and pass to recruiting manager on closing date• agree selection techniques with recruiting manager• arrange interview selection process, agree members of panel, book room etc• invite short listed candidates to interview/selection process in line with timetable agreed with recruiting manager• send for references for short listed candidates prior to interview/selection• interview/select• complete all pre employment checks for successful candidate• send offer letter to successful candidate, subject to acceptable pre employment checks• send final offer letter to successful candidate and confirm start date

APPENDIX 10

PROCESS FOR CHECKING AGENCY RECRUITMENT PROCEDURES

- The list of approved Agencies for temporary staff is held in the HR department by the Bank and Agency Coordinator. No other Agencies apart from those on the approved list should be used without the permission of the Head of HR or Finance Director.
- Approved Agencies are required to confirm to Treloar's that they carry out all the relevant pre employment checks – these should “mirror” the Safer Recruitment checks carried out for Treloar's permanent and bank employees.
- The pre employment checks must cover:
 - Identity and Right to Work
 - Necessary or required experience
 - Necessary training
 - Enhanced DBS clearance, number and date checked
 - Overseas police check if applicable
 - Disqualification Declaration in line with the Department of Education Statutory Guidance 'Keeping Children Safe' and Disqualification under the Childcare Act 2006.
 - Health clearance
 - References (x2)
 - Date of birth
 - Date identification checked and who by
 - Date all checks completed
 - Completed Treloar risk assessment
 - In the case of nurses - PIN number and qualifications to be supplied
- Agency workers are required to bring badges and profiles with them to each shift and these profiles are also held centrally in the HR Department. The profile gives information on identity including photograph, training, work experience, proof of right to work, completion of Disqualification Declaration and DBS. The profiles are signed off as a true statement of facts by the Agency Manager.

Student Support Assistant Internal Transfer Request Form	
NOTE: THIS FORM IS TO BE COMPLETED BY THE EMPLOYEE IN FULL OR IT MAY BE RETURNED	
Name of Employee Requesting Transfer:	
Job Title:	
Name of Line Manager:	
Date of Request:	
Transfer Details	
Transfer From: State House and/or Class you wish to transfer from	
Transfer To: State House and/or Class you wish to transfer to	
Reason for Transfer: <i>Please use this section to explain why you would like to transfer class and/or house.</i>	
Has the request been discussed with your manager previously: <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please provide details of what has happened since your request:	
When would you like the transfer to take place: <input type="checkbox"/> As soon as possible or Date _____	
Signed:	Date:
Please Note: <ul style="list-style-type: none"> • If you request a transfer to a rota that results in an increase/decrease in social/unsocial hours then this may affect your salary. • Depending on the location you transfer to, this may mean you are required to undertake a different qualification. 	

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- It may not be possible to fulfil your request, however, your request will be considered and we will be in contact with you to discuss options.

Please send this completed form to the Head of HR marked confidential.
This request will be shared with the Principal.

Appendix 11

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Policy/Procedure No: HR 30/PR 01

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