



Review Sheet

Last Reviewed
1 Sep 2025Last Amended
1 Sep 2025This policy will be reviewed as needs require or at the following interval:
Annual

Business Impact:



LOW

Minimal action required. Circulate information amongst relevant parties.

Reason for this Review:

Scheduled review

Changes Made:

Yes

Summary:

This policy outlines the recruitment practices carried out at Silverlink Care Agency Ltd. It has been reviewed with some minor word changes. Additionally, changes and additions were made to the forms section to improve usability. The references and further reading links have been checked and updated.

Relevant Legislation:

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- Employment Rights Act 1996
- Equality Act 2010
- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- UK GDPR
- The Health and Social Care Act 2008 (Regulated Activities) (Amendment) (Coronavirus) (No. 3) Regulations 2022
- Immigration and Asylum Act 2016
- The Rehabilitation of Offenders Act 1974
- Data Protection Act 2018
-
- Author: NHS Employers, (2025), Ethical Recruiters List [Online] Available from: <https://www.nhsemployers.org/articles/ethical-recruiters-list> [Accessed: 01/09/2025]
- Author: ACAS, (2025), Reasonable Adjustments at Work [Online] Available from: <https://www.acas.org.uk/reasonable-adjustments/asking-for-reasonable-adjustments> [Accessed: 01/09/2025]
- Author: CQC, (2024), Legislation [Online] Available from: <https://www.cqc.org.uk/guidance-providers/regulations-enforcement/legislation> [Accessed: 01/09/2025]
- Author: GOV.UK, (2010), The Employment Relations Act 1999 (Blacklists) Regulations 2010 [Online] Available from: <https://www.legislation.gov.uk/uksi/2010/493/contents/made> [Accessed: 01/09/2025]
- Author: Gov.uk, (2016), English Language Requirement for Public Sector Workers: Code of practice [Online] Available from: <https://www.gov.uk/government/publications/english-language-requirement-for-public-sector-workers-code-of-practice> [Accessed: 01/09/2025]

Underpinning Knowledge:



	<ul style="list-style-type: none">• Author: Skills for Care, (2022), Recruitment Support [Online] Available from: https://www.skillsforcare.org.uk/Recruitment-retention/Recruitment-and-retention.aspx [Accessed: 01/09/2025]• Author: HM Government, (2023), Apply to the EU Settlement Scheme (settled and pre-settled status) [Online] Available from: https://www.gov.uk/settled-status-eu-citizens-families [Accessed: 01/09/2025]• Author: UK Government, (2025), Guidance: Code of practice for the international recruitment of health and social care personnel in England [Online] Available from: https://www.gov.uk/government/publications/code-of-practice-for-the-international-recruitment-of-health-and-social-care-personnel/code-of-practice-for-the-international-recruitment-of-health-and-social-care-personnel-in-england#ethical-recruiters-list [Accessed: 01/09/2025]• Author: HM Government, (2025), Right to Work Checks: An employer's guide [Online] Available from: https://www.gov.uk/government/publications/right-to-work-checks-employers-guide [Accessed: 01/09/2025]
Suggested Action:	<ul style="list-style-type: none">• Encourage sharing the policy through the use of the QCS App
Equality Impact Assessment:	<p>QCS have undertaken an equality analysis during the review of this policy. This statement is a written record that demonstrates that we have shown due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations with respect to the characteristics protected by equality law.</p>



1. Purpose

1.1 Local Review and Approval Statement

I confirm that I have read and approved this policy as suitable for use at Silverlink Care Agency Ltd.

- **Approved by:** Regina Chukwudi
- **Job role:** Registered Manager
- **Date:** 17/11/25
- **Date of next review:** 16/11/26
- **To be reviewed by name:** Regina Chukwudi.
- **Summary:** I have read and reviewed the policy and confirm it's suitability for use at Silverlink Care Agency Ltd

1.2 To support Silverlink Care Agency Ltd in providing a fair, consistent and effective approach to the recruitment of all employees, in accordance with employment law and best practice.

1.3 To provide a framework for recruitment, onboarding and induction, and training within Silverlink Care Agency Ltd; this policy will dovetail with those other named policies and procedures.

In addition, the recruitment policies of Silverlink Care Agency Ltd fully align to the principles outlined within the Equality Act 2010.

1.4

Key Question	Quality Statements
EFFECTIVE	QSE2: Delivering evidence-based care & treatment QSE3: How staff, teams & services work together
SAFE	QSS3: Safeguarding
WELL-LED	QSW5: Governance, management and sustainability

1.5 Relevant Legislation

- Employment Rights Act 1996
- Equality Act 2010
- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- UK GDPR
- The Health and Social Care Act 2008 (Regulated Activities) (Amendment) (Coronavirus) (No. 3) Regulations 2022
- Immigration and Asylum Act 2016
- The Rehabilitation of Offenders Act 1974
- Data Protection Act 2018

2. Scope

2.1 Roles Affected:



- All Staff
- 2.2 People Affected:**
 - Service Users
- 2.3 Stakeholders Affected:**
 - Family
 - Advocates
 - Representatives
 - Commissioners
 - External health professionals
 - Local Authority
 - NHS

3. Objectives

- 3.1** To recruit and retain skilled people by use of safe processes, that enable Silverlink Care Agency Ltd to achieve and deliver its aims and values.
- 3.2** To set out the stages and process of recruitment as practised by Silverlink Care Agency Ltd for all identified vacancies and roles.
- 3.3** To ensure the policies and procedure at Silverlink Care Agency Ltd are aligned to demonstrate 'fit and proper' staff are employed, including the pre-employment checks required. This policy covers additional recruitment processes for:
- Directors
 - Volunteers
 - Apprentices

4. Policy

- 4.1** The Registered Manager - Have overall responsibility for the day-to-day running of the organisation, Regina Chukwudi, and Nominated Individual, Adejoke Asemota, of Silverlink Care Agency Ltd, have overall management responsibility for this policy and procedure. This is in line with the Policy Management Policy and Procedure at Silverlink Care Agency Ltd.
- 4.2** It is the responsibility of Regina Chukwudi to:
- Comply with this policy and all related recruitment procedures at Silverlink Care Agency Ltd
 - Ensure every stage of the recruitment process is fair and complies with legislation
 - Ensure that all necessary pre-employment checks are carried out including, where applicable, temporary, secondment and agency staff as well as directors, volunteers and apprentices
 - Maintain and update knowledge in relation to recruitment and procedures
 - Ensure that recruitment is applied fairly to all, in line with the Equality Act 2010
 - Seek advice if information comes to light at any stage of the process which may impact on the employment offer
 - Ensure that any member of staff responsible for the recruitment of others has the appropriate skills, experience and knowledge to undertake this role competently



- Ensure any conditions of employment are made clear throughout the recruitment process and successful applicants receive written terms and conditions of employment on commencement

4.3 The interview stage of the recruitment process at Silverlink Care Agency Ltd will assess the applicant against agreed standards and the interview will be documented. Specific attention will be given to avoiding discrimination of any kind. The recruitment framework will be achieved through values-based recruitment, as per the philosophy of care at Silverlink Care Agency Ltd.

4.4 Recruitment will be carried out by use of the suite of records for Silverlink Care Agency Ltd. These templates are available for Regina Chukwudi to access for all elements of the recruitment process to ensure consistency and quality.

4.5 Silverlink Care Agency Ltd will have due regard and compliance with UK GDPR, data protection legislation in relation to the archiving and retention of candidate application forms and associated documentation.

Silverlink Care Agency Ltd will gather and hold information as required in line with this legislation, taking into account the requirements of [Schedule 3 and 4 of the Health & Social Care Act 2008 \(Regulated Activities\) Regulations 2014](#).

4.6 Staff at Silverlink Care Agency Ltd responsible for any aspect of recruitment will have an awareness and current knowledge of the impact of the EU settlement scheme on immigration and the workforce. Resources are available within the Further Reading section of this policy.

5. Procedure

5.1 Identifying a Vacant Post

When a vacancy arises, Regina Chukwudi will consider the most appropriate way to cover the work. Regina Chukwudi will review the staffing levels, skill mix and working patterns in their team to identify any potential redeployments.

The job description and person specification will be updated to reflect any additions or alterations of the role. Please refer to the suite of job descriptions and person specifications at Silverlink Care Agency Ltd, which outline the key duties and responsibilities for safeguarding.

A document is available within the Forms section to support rationalising the business case for filling a vacancy.

5.2 Advertisement

Alongside the job description and person specification, the advert for the role will be produced.

This will include:

- A statement about the values of Silverlink Care Agency Ltd and its commitment to safe recruitment and working with vulnerable adults
- The job title, salary, hours and location
- The contract type
- The closing date and potential interview dates (if known)
- Contact details for further information and guidance on how to apply
- That the role will be subject to DBS checks
- The role, skills and qualifications necessary
- The necessary standard of spoken English required for the role



The advert will be placed in the preferred sources as agreed by Silverlink Care Agency Ltd and a copy of the vacancy accessible to staff, e.g. staff notice boards

5.3 Reasonable Adjustments

Reasonable adjustments form part of the recruitment process at Silverlink Care Agency Ltd and all applicants will be asked if they require any reasonable adjustments as part of the recruitment process to ensure all candidates receive a fair process.

Silverlink Care Agency Ltd will consider making reasonable adjustments for the recruitment process if:

- The candidate asks for reasonable adjustments
- The candidate says they have a disability
- The employer knows, or could be expected to know, of the disability

It is against the law for Silverlink Care Agency Ltd to ask applicants if they have a disability.

Reasonable adjustments may include:

- Job advertisement to be in a different format, such as Braille
- Location of the interview - such as on the ground floor for those candidates who may use a wheelchair, or dim lights used for a candidate who may suffer from epilepsy
- Alternative assessment formats such as in audio, Braille or large print versions

There is no limit on what may be deemed reasonable throughout the recruitment process and Silverlink Care Agency Ltd will support any reasonable requests to create a fair process for candidates.

5.4 Shortlisting

Candidates need to complete an Application Form. CVs will not be accepted.

Shortlisting of received application forms will involve a process of reviewing the application against the person specification, which will be carried out by two people. The job specification will be used to ensure that a consistent approach is taken.

Whilst shortlisting, staff will check that the Application Form is fully complete and highlight any inconsistencies (such as gaps in employment) that can be addressed during the interview stage.

All candidates who meet the criteria and who have indicated that they have a disability will be automatically shortlisted and reasonable adjustments to the recruitment stages will be implemented to ensure that candidates receive a fair process.

5.5 Invitation to Interview

Sufficient notice will be given to the candidate invited to interview.

When arranging the interview, staff must request the candidate brings ID with them, a copy of which will be held on the candidate's personnel file if successful.

For unsuccessful candidates, information will be retained and destroyed in line with the Archiving, Disposal and Storing of Records Policy and Procedure.

A template invitation to interview letter is available within the Forms section of this policy.

5.6 The Interview Process

Before the interview day, staff will set time aside for a review of the shortlisted application forms or telephone screens.

Staff will:

**Silverlink Care Agency Ltd**

Innovation Centre, Knowledge Gateway, Boundary Road, Colchester, Essex, CO4 3ZQ

- Check that educational qualifications are appropriate and adequate
- Check work history; note and investigate all periods of no work and reasons for leaving the position
- Note any declared requirements for adjustments for disability
- Check the suitability of the supplied references
- Check the applicant's disclosure status

If any areas for further discussion are identified as above, these will be added to the interview questions.

On the interview day, the Interview Pack should be used to guide the process. Staff will also:

- Check that identity has been clearly satisfied and recent photographs supplied
- Check that all claimed, relevant qualifications are accompanied by documentary evidence

It is recommended that a minimum of two people will conduct the interviews, one of whom will be the immediate supervisor or manager of the post being advertised. Interview questions will be agreed and standard for all candidates.

NB: If this is not possible and the interview is carried out by only one person as a result of staff resource issues on the day, the interviewer will be the immediate supervisor or manager of the post advertised and the interview will be preceded by a tour of Silverlink Care Agency Ltd accompanied by a member of the staff team on duty. That team member will report their personal impressions of the candidate to the interviewer before the interview and will be consulted about the employment decision.

5.7 Interview Environment

An interview room will be prepared that enables the candidate to feel relaxed, whilst ensuring that interviews will be private and uninterrupted.

Where possible, arrangements will be made for someone to receive candidates at the door, with instructions to deliver them to a waiting area, making them feel welcome.

All members of staff will have been made aware that interviews are taking place, so that candidates are welcomed appropriately, and the interviewer is informed of their arrival.

The candidate will be offered refreshments and supported to feel as comfortable as possible.

5.8 During the Interview

At the start of the interview, the interviewer will provide a brief outline of the philosophy and culture at Silverlink Care Agency Ltd, as well as gaining assurance of the role being interviewed for.

During the interview, all set questions will be asked, noting answers on the sheets provided within the Interview Pack.

The candidate will be informed that, if they are successful in their application, the job offer will be subject to the receipt of two satisfactory references, one of which must be from the previous employer and that they cannot start work until those references have been received in writing. They will also be informed that their appointment will be subject to satisfactory information being received from the DBS and the offer of employment will be conditional on the content of the reply and cannot be confirmed until a satisfactory reply has been received.

On completion of interview questions, the candidate will be provided with the opportunity to ask any questions. The candidate will be thanked for attending and informed of when the decision will be made, and how they will be informed.



Once the candidate has left, the score sheet will be completed and recorded on the Interview Pack provided.

5.9 Internal Candidate Interviews

In the case of internal candidates, the full procedure detailed above will be carried out, but the completion of forms and interview questions will be adjusted to take account of prior employment with Silverlink Care Agency Ltd.

If an internal candidate is successful and promoted or given a new role, they may be subject to a new probationary period.

If the internal candidate is being promoted and their role is a complete change with a new probationary period, it is best practice to issue a new employment contract to this employee.

A promotion offer letter can be found in the Forms section.

5.10 Remote Interviews

Where face to face interviews cannot be held, a remote interview will be used by Silverlink Care Agency Ltd as part of the recruitment process. The candidate will be provided with an invitation to attend a remote interview which could take the form of a telephone interview or via a remote platform, such as Microsoft Teams or Zoom etc. (Microsoft Teams is currently free. Please refer to the link in the Further Reading section). This will be for the interviewer to decide what form of remote interview will be conducted with the candidate.

Before the interview takes place, the interviewer will undertake the pre-interview steps set out in section 5.5 and 5.6, ensuring that they:

- Check that educational qualifications are appropriate and adequate
- Check work history; note and investigate all periods of no work and reasons for leaving the position
- Note any declared requirements for adjustments for disability
- Check the suitability of the supplied references
- Check the applicant's Disclosure status

If any areas for further discussion are identified as above, these must be added to the interview questions.

On the interview day, staff will ensure that they:

- Check that identity has been clearly satisfied, and recent photographs supplied
- Check that all claimed, relevant qualifications are accompanied by documentary evidence

Initial document checks may be required to be completed remotely; however, original copies should be taken to the office and verified prior to the staff member starting at Silverlink Care Agency Ltd.

Where possible, a minimum of two people should conduct the interviews, one of whom will be the immediate supervisor or manager of the post being advertised. Interview questions will be agreed and standard for all candidates. A remote debrief session will also take place with all interviewers to discuss the candidate, as per section 5.11.

NB: If the interview is carried out by only one person as a result of staff resource issues on the day, the interviewer must be the immediate supervisor or manager of the post advertised. A second remote interview may also be required.

5.11 Post Interview

Following each interview, all candidates will be reviewed to critically question all reasons for rejection and acceptance, with no discrimination. If the interviewer is unsure of their proposed



decision, they MUST consult Regina Chukwudi or senior management for further guidance.

It is important that particularly comprehensive notes are made if the person(s) offered the post(s) is not the highest scoring candidate. The crossing out of notes is not permitted, and any alteration must be scored by allowing the original to be legible and signed by the person making the alteration.

For all accepted candidates, they will be contacted offering them the post on the condition of successful employment checks being carried out. A template offer letter can be found in the Forms section of this policy.

All employment checks will be conducted by Silverlink Care Agency Ltd and in line with sections 5.12 to 5.15 in this policy.

Upon successful completion of the employment checks, the conditions of employment, including the contract relevant to the position, will be issued by Silverlink Care Agency Ltd in line with the Staff Contracts Policy and Procedure.

A rejection or a holding letter must be completed for every unsuccessful candidate, as appropriate.

5.12 Eligibility to Work in the UK and Identity Checks

Staff must refer to the Right to Work Checks policy and Procedure in place at Silverlink Care Agency Ltd for full advice.

Staff can refer to www.ukba.homeoffice.gov.uk for current information and support with all aspects of eligibility to work.

5.13 English Competency Checks

Silverlink Care Agency Ltd will ensure that staff have the required level of English language competence for the role, which allows them to deliver a high standard of care to all Service Users.

For those candidates already registered with a professional body, Silverlink Care Agency Ltd can be assured that they will already have the required level of English competency for their profession. Silverlink Care Agency Ltd will conduct competency checks when reviewing their professional registration.

For candidates from outside the UK, Silverlink Care Agency Ltd has a duty to ensure that they have the appropriate levels of English competency for the role, in line with the Equality Act 2010. For more information, staff can refer to the Equality and Diversity Policy and Procedure.

Silverlink Care Agency Ltd will measure the language competency of candidates through the application or as part of the interview process. Candidates may demonstrate that they:

- Have passed an English language competency test
- Hold a degree or relevant qualification in English from a recognised institution
- Have lived in a multilingual household where English was the primary form of communication
- Are a national of a majority English speaking country
- Have worked in an organisation or institution where English was their primary language
- Have pursued part of their education in the UK

Silverlink Care Agency Ltd will work with Service Users to determine the appropriate levels of proficiency for each role, as proportionate to the duties and responsibilities undertaken.



5.14 References and DBS

Staff will refer to the References Policy and Procedure and the DBS/Disclosure Policy and Procedure for clear direction and support. Reference template letters can be found in the Forms section of this policy.

Silverlink Care Agency Ltd will also require satisfactory evidence of the candidate's conduct in previous employment. This is required for all of a candidate's previous roles which relate to health and social care, or working with children or vulnerable adults, and is not time limited.

Where a candidate has worked in these areas, Silverlink Care Agency Ltd will also need satisfactory verification of the reason that employment came to an end.

Silverlink Care Agency Ltd requires this information in order to evidence that they:

- Are of good character
- Have the necessary qualifications, competence skills and experience necessary
- Are able to properly perform the tasks (after any reasonable adjustments)

This information may be provided in the form of a reference, but it does not need to be. Other evidence may be requested and relied upon by Silverlink Care Agency Ltd. While it is not necessary to obtain this evidence in the form of a reference, this is likely to be the easiest way of obtaining the satisfactory evidence that is required. Other evidence could include appraisals or other written evidence that provides information about an individual's conduct.

5.15 Qualifications

Silverlink Care Agency Ltd will ensure that, where applicable to the role, candidates have the necessary qualifications. All applicants are required to provide, at interview, evidence of any qualification that is required for the role. This evidence must then be photocopied and retained within the new employee's personnel record.

Registered body registration checks will be made accordingly when employing professionally registered individuals.

5.16 Managing Conflicts of Interest

Where there is a potential conflict of interest during the recruitment process, such as a candidate having a personal relationship with a member of staff, Regina Chukwudi will refer to the Relationships at Work Policy and Procedure.

As a minimum:

- Job applicants will be required to declare on their application any personal/work relationship
- The prospective member of staff will not be interviewed by the person they have a personal relationship with
- The prospective member of staff will not be appointed into a post which results in a line management relationship with someone with whom they have a personal relationship

5.17 Withdrawal of Offers

If, after careful consideration, it is decided to withdraw the conditional offer of employment, the grounds for withdrawal must be very clear, e.g. due to unsatisfactory references or other employment checks and the offer of employment rescinded in writing. This decision must be made in conjunction with Regina Chukwudi or other senior management.

5.18 Complaints

Where an applicant, either internal or external, has a complaint about the recruitment process, they must direct their complaint in writing to Regina Chukwudi. Regina Chukwudi will follow the Complaints, Suggestions and Compliments Policy and Procedure.



5.19 Employment of Directors

In addition to following the recruitment processes outlined in this policy, Silverlink Care Agency Ltd will also assess whether those being recruited for the role of director at Silverlink Care Agency Ltd are fit and proper for the role by referring to the Fit and Proper Person - Directors (CQC) Policy and Procedure.

5.20 Volunteers

Where volunteers are recruited to support at Silverlink Care Agency Ltd, the recruitment processes outlined in this policy will be followed alongside the Volunteers Policy and Procedure.

Regina Chukwudi will ensure that the recruitment of volunteers is robust, safe and in keeping with this recruitment policy.

5.21 Apprentices

Silverlink Care Agency Ltd recognises that apprenticeships are an effective way of meeting needs and developing employees of Silverlink Care Agency Ltd to meet the future requirements of the workplace.

Regina Chukwudi will ensure that the recruitment of apprentices is robust, safe and in keeping with this recruitment policy.

Where apprentices are recruited to work at Silverlink Care Agency Ltd, the recruitment processes outlined in this policy will be followed alongside the Apprenticeship Agreement Policy and Procedure.

5.22 International Recruitment

When recruiting personnel internationally, it is the policy of Silverlink Care Agency Ltd to follow the UK Government's Code of Practice. The aims of the Code of Practice are to:

- Promote high standards of practice in the ethical international recruitment and employment of health and social care personnel, and ensure that all international recruitment is conducted in accordance with internationally agreed principles of transparency and fairness; and
- Protect and promote the health and social care system sustainability through international cooperation by ensuring safeguards and support for countries with the most pressing health and social care workforce challenges

The Code of Practice further incorporates the WHO Health Workforce Support and Safeguards List, which is a list of countries whereby active recruitment is permitted or not. The list are as follows:

- Red: Active recruitment is not permitted
- Amber: Managed recruitment is only permitted in compliance with the terms of the government-to-government agreement
- Green: Active recruitment is permitted

Details of which countries are currently contained on each list can be found [here](#). The WHO Health Workforce Support and Safeguards List is reviewed every 3 years (the next review will be in 2023).

5.23 Ethical Recruiters List

NHS Employers updates and maintains a list of recruitment organisations, agencies and collaborations that operate in accordance with the Code of Practice, which can be found on the NHS Employers' website.

Silverlink Care Agency Ltd should only use recruitment organisations, agencies or collaborations who are on the Code of Practice Ethical Recruiters List.



6. Definitions

6.1 Candidate

- A candidate is a person who has applied for a role
- They may be an existing employee or an external applicant
- The individual is known as a candidate until they commence employment when they become an employee

6.2 Recruiting Manager

- The recruiting manager is the manager of the vacant role who has taken responsibility for recruiting to the role
- They may be the line manager or another senior manager

7. Key Facts - Professionals

Professionals providing this service should be aware of the following:

- All candidates are subject to DBS, eligibility to work in England and identification checks
- Job specifications and descriptions are subject to ongoing review and are adapted to meet the changing needs of Silverlink Care Agency Ltd
- A standardised approach is taken from application to interview to ensure that a fair and equal recruitment process is followed
- A vacant post allows the opportunity to review staffing within Silverlink Care Agency Ltd and ensure that the needs of the Service Users are being met

8. Key Facts - People Affected by The Service

People affected by this service should be aware of the following:

- Silverlink Care Agency Ltd recruits staff who have the right skills, values and ability to do their jobs well
- There are robust procedures in place to ensure that only the right candidates are employed
- You are fully encouraged to be part of the interview process and can discuss this with Regina Chukwudi

Further Reading

DHSC - The international recruitment toolkit



<https://www.gov.uk/government/publications/international-recruitment-toolkit-for-adult-social-care-providers/international-recruitment-toolkit-for-adult-social-care-providers-a-guide-to-good-practice>

CQC - Regulation 19: Fit and Proper Persons Employed:

<https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-19-fit-proper-persons-employed>

CQC - FAQs for Meeting CQC's Requirements of Employment for Regulation 19:

<https://www.cqc.org.uk/sites/default/files/fid2932547-employment-requirements-regulation-19.pdf>

Government Equalities Office - Equality Act 2010: guidance:

<https://www.gov.uk/guidance/equality-act-2010-guidance>

GOV.UK - Skilled Worker Visa:

<https://www.gov.uk/government/publications/guidance-on-application-for-uk-visa-as-tier-2-worker>

Information Commissioner's Office - Right of Access:

<https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/individual-rights/individual-rights/right-of-access/>

Microsoft Teams - Link to the Free Version:

https://www.microsoft.com/en-gb/microsoft-365/microsoft-teams/free?ef_id=EAlaIQobChMlo8qa4-KK6QIVpoBQBh0LNAXJEAAYASAAEgL4NPD_BwE:G:s&OCID=AID2000956_SEM_EAlaIQobChMlo8qa4-KK6QIVpoBQBh0LNAXJEAAYASAAEgL4NPD_BwE:G:s

Skills for Care – A Workforce Strategy for Adult Social Care in England:

https://www.skillsforcare.org.uk/Workforce-Strategy/home.aspx#msdyntrid=TMP6S3ZJPILuCLfzja9DXeJNVNwC8VPyLI_nayhu5Fg

Outstanding Practice

To be "outstanding" in this policy area you could provide evidence that:

- The wide understanding of the policy is enabled by proactive use of the QCS App
- Service Users are involved in the development of the service, such as in the interview and recruitment process and in identifying staffing needs
- Silverlink Care Agency Ltd has clear strategies and effective recruitment practices to ensure that it appoints people who are both capable and motivated to provide high standards of care
- Silverlink Care Agency Ltd has a robust approach to vetting new members of staff, reducing the risk of an unsuitable person being employed (e.g. follow up personal and professional references, look into their training records, focus on gaps in employment history, check how they would respond to certain scenarios)



- Silverlink Care Agency Ltd uses a values-based recruitment processes to recruit people with the right behaviours and attitudes

Forms

The following forms are included as part of this policy:

Title of form	When would the form be used?	Created by
Vacancy/New Post Business Case	To rationalise the decision to advertise a vacant post.	QCS
Recruitment Enquiry Telephone Interview Screening	To support shortlisting of candidates via telephone screening.	QCS
Person Specification	To support candidate awareness of requirements for the role and to be used for shortlisting and post interview scoring.	QCS
Application	To be completed by all candidates before an interview.	QCS
Interview Invite Letter Template	To be sent to all candidates shortlisted for interview.	QCS
Interview Pack	To record planned interview and add any identified discussion areas from the application form. Also to cover Right to Work Checks.	QCS
Recruitment Further Investigation Record	To record any discrepancies during the recruitment process and any action taken.	QCS
Template Rejection Letters	To be used when a candidate has not been successful, including one with an option to keep application on file.	QCS



Title of form	When would the form be used?	Created by
Reference Request	To request references from previous employers upon offer of post.	QCS
Character Reference	Where a candidate cannot provide any employer references.	QCS
Offer Letter	For each successful candidate to confirm offer of the role.	QCS
Equal Opportunities Monitoring	To be sent with the offer letter (supply brown envelope).	QCS
Health and Fitness Questionnaire	To be sent with the offer letter (supply brown envelope).	QCS
Promotion Offer Letter	When offering an internal promotion.	QCS
Role Evaluation Questionnaire Template	To gain feedback on job roles within the service.	QCS



Vacancy/New Post Business Case

Replacement of existing post	
Name of Person to be replaced:	
Job Title of person to be replaced:	
Hours per week of person to be replaced:	
Rate of pay of person to be replaced:	
Notes:	

New Post Creation	
Job Title of new post:	
Internal / External recruitment:	
Hours per week:	
Weekly cost of new post:	
Rationale / Benefits of creating new post:	

Silverlink Care Agency Ltd

Innovation Centre, Knowledge Gateway, Boundary Road, Colchester, Essex, CO4 3ZQ

Approval Process			
Requested by:		Date:	
Approved / Declined:		Decision date:	
Name:		Signature:	
Reason for decision:			



Recruitment Enquiry Telephone Interview Screening

Initial Contact			
Date of Call:		Time of Call:	
Taken By:		For Which Vacancy:	
Where did they hear about the vacancy?			

Personal Details				
Name:		Employed Status:		
Address:				
Tel Home:		Tel Mobile:		
Email Address:				
Role applied for?		If Carer (Over 18)	Yes	No
Role discussed including shift work / times. Candidate happy with role?			Yes	No
Previous Employer:		Position Held:		
Length of Service:		Rate of Pay:		
Reason for leaving:				
Detail experience:				
Any other comments:				



Disclosure and Barring Service:						
Ask if the applicant has a current DBS in place. If yes, are they registered on the update service? If no DBS explain the process.	Update Service:		Yes	No		
	Date:					
	Reference:					
Progress to Interview				Yes	No	
Yes: Arrange interview. Explain we are an equal rights employer, ask whether they require any particular arrangements to be made for them to attend an interview. No: Inform not suitable, giving reasons. Record reasons in comments box. Keep this record						
Data Protection				Consented		
Seek consent for the recording of the above information and the holding of this data for the duration of the application process. Advise that sharing of this data will only be with those that are part of the interview process.				Yes	No	
Individual Interviews						
Send the application form alongside an invite to interview letter or advise the candidate that a fully completed application form must be completed upon arrival at interview with full work history and any gaps explained.						
Application form sent?	Yes	No	Date:		Sender:	
ID Verification						
Ask them to bring with them: Two recent "Head and Shoulders" Photographs, Photo ID, A recent (not older than 3 months) utility bill, Valid National Insurance Card (or other proof of right to work) and original copies of all qualifications / Registrations. Valid proof of address						



Person Specification

To be provided alongside the appropriate job description for:

Values: Dignity & Respect	Essential	Desirable	How to Evidence
Treat people with dignity and respect and practice in line with the Equality Act 2010			
Ability to listen, consider and communicate in an open, accurate and clear way			
Ability to maintain dignity and comfort especially during intimate or sensitive care)			
Understand: Confidentiality of personal information, promoting Service User's rights about choice & how they want to be supported			
Having respect for Service Users, their families and their environments at all times			
Managing sensitively behaviours that have the potential to challenge			

Values: Learning & Development	Essential	Desirable	How to Evidence
Has a commitment to learning and development, aware of self and willingness to reflect on own practice and how this can be improved			
Honest and transparent with the courage to speak up if something is wrong			
Able to support, develop Service Users, colleagues and others, A willingness to share knowledge and best practice as well as contribute to new ideas and suggestions for better outcomes			

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Values: Teamwork	Essential	Desirable	How to Evidence
Works with colleagues to enable, empower, encourage each other and Service Users to do things for themselves. Ability to form professional relationships, commit to achieving goals and objectives			
Ability to communicate effectively and handover information to colleagues and others within the multi-disciplinary team			
Able to prioritise and understand other people's priorities whilst respecting their choices with the ability to adapt to suit individual needs and situations			
Willingness to develop professional relationships with other professionals and agencies to gain further information and support			

Values: Quality & Safety	Essential	Desirable	How to Evidence
Dedicated to delivering support to Service Users in a person-centred manner where each Service User is at the centre of everything			
Supports others in a warm, kind, empathetic and reliable manner with integrity and professionalism			
Can respond calmly to events and is able to support Service Users with positive risk taking, whilst communicating the consequences of those risks with others			
Takes personal responsibility and understands professional boundaries			
Has the courage to raise concerns around practice that could impact the outcomes for Service Users			

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Values: Education & Qualifications	Essential	Desirable	How to Evidence
A good standard of education			
RQF Diploma, relevant qualifications for the role applied for			
Good Maths, English, Written and Verbal			
Evidence of Training: H&S, COSHH, Moving and Handling			

Values: Experience	Essential	Desirable	How to Evidence
Previous experience of working in a similar environment			
Previous experience of working in a similar role			
Experience of working with people, in particular those that may have additional support needs.			

Role specific skills: In accordance with the Job description	Essential	Desirable	How to Evidence



Application

Please ensure that you complete the application form in full as we cannot accept CVs. Please complete with black ink and block capitals. This form will be kept in confidence. Please note that no applicant will be unfairly discriminated against. This includes discrimination on account of age, cultural, religious, political beliefs, disability, ethnicity, gender, race, relationship status, sexual orientation, and / or Trade Union membership or stewardship.

At the application stage of recruitment, we will not require you to give information about the characteristics listed above. However, where confirmation of gender is a requirement for the role, you will be expected to provide this information. ***[Delete if not required]***

If you have any special requirements to support you to complete this form (e.g. the need for large print or additional time) please contact the Registered Manager on .

Position Applied For:						Location:							
Work Preference:		Full Time	Part Time	Bank	Hours Requested:								
I understand this role may include: Shift work, Unsociable Hours, Lone working involved. (Please circle your availability below)										Yes		No	
Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
Evening		Evening		Evening		Evening		Evening		Evening		Evening	

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Personal Details						
First Names:			Address:			
Surname:						
Maiden Name:						
Previous Names:						
Telephone number:			Postcode:			
Mobile Number:			NI Number:			
Gender*			Email Address:			
Are you a Driver:	Yes	No	Own Transport	Yes	No	N/A
How long have you had a licence?			Any Endorsements:	Yes	No	N/A

*Only compulsory if required for the role

Do you have the legal right to work in the UK — whether as a British citizen, via settled/pre-settled status, or under a valid visa?	Yes	No*
*If no, Please detail your current immigration status and the relevant visa currently held (including Visa number)		
Are you related to any of our current members of staff or Service Users?	Yes	No
Equality Act 2010 Under the Equality Act 2010 the definition of disability is if you have a physical or mental impairment that has a “substantial” & “long-term adverse effect” on your ability to carry out normal day-to-day activities. Further information regarding the definition of disability can be found at: www.gov.uk/definition-of-disability-under-equality-act-2010 .		
For the purposes of this application & interview stage only, is there anything you would like us to be aware of so that we can make reasonable adjustments during the process?	Prefer not to say	

**Education** *(All qualifications will be subject to a satisfactory check).

School / College / University	Date From:	Date To:	Examinations, Qualifications*

Training Courses attended or completing (evidence of attending courses is required)

Subject	Location	Date	Details

Professional Memberships / Registrations

Name of Organisation	Registration Number	Renewal Date	Details

**Employment History**

Please record below the details of your **full employment history** beginning with your current or most recent first. Any gaps must be explained. Use a separate attached sheet if required; please sign the sheet(s)

Current / Most recent employer							
Start Date:		End Date:		Salary:			
Job Role:			Employer Name:				
Reason for Leaving:			Contact Name:				
Duties:			Address:				
			Postcode:				
			Telephone:				
			Email:				

Employment History							
Start Date:		End Date:		Salary:			
Job Role:			Employer Name:				
Reason for Leaving:			Contact Name:				
Duties:			Address:				
			Postcode:				
			Telephone:				
			Email:				



Employment History Continued (Copy this page if required)					
Start Date:		End Date:		Salary:	
Job Role:			Employer Name:		
Reason for Leaving:		Contact Name:			
Duties:			Address:		
			Postcode:		
			Telephone:		
			Email:		
Start Date:		End Date:		Salary:	
Job Role:			Employer Name:		
Reason for Leaving:		Contact Name:			
Duties:			Address:		
			Postcode:		
			Telephone:		
			Email:		



Employment History Continued (Copy this page if required)					
Start Date:		End Date:		Salary:	
Job Role:			Employer Name:		
Reason for Leaving:		Contact Name:			
Duties:			Address:		
			Postcode:		
			Telephone:		
			Email:		
Start Date:		End Date:		Salary:	
Job Role:			Employer Name:		
Reason for Leaving:		Contact Name:			
Duties:			Address:		
			Postcode:		
			Telephone:		
			Email:		



Explanation of Gaps Use this section to detail any gaps in employment and why

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References: Please provide names, addresses and telephone numbers for referees below who we may approach for a reference. In line with CQC requirements, we require references (or other satisfactory evidence as the employer may determine) from all previous employers concerned with the provision of services relating to health or social care, or children or vulnerable adults which should include details of why their employment came to an end (note that this is not time limited). If your previous employment does not concern the provision of services relating to health or social care, or children or vulnerable adults, you must provide references from your two most recent employers.

Please provide two character references if you are unable to obtain two professional references, e.g. in the case of an applicant who has been raising children for ten years. All will be contacted, therefore please inform the referees of the fact that you have used their name. If you are unable to provide the required references, please discuss the matter with us.

	Referee One	Referee Two
Contact Name:		
Business Name:		
Address:		
Postcode:		
Telephone:		
Email:		
Capacity in which known		
	Referee Three	Referee Four
Contact Name:		
Business Name:		
Address:		
Postcode:		
Telephone:		
Email:		
Capacity in which known		
	Additional Referee	Additional Referee
Contact Name:		
Address:		
Postcode:		



Telephone:		
Email:		
Professional / Character:		
Capacity in which known		

Please use additional paper if required.

Safeguarding / Ex-Offenders Declaration: Please note this section will only be seen by those involved in the recruitment process and will be treated with the strictest confidence.

The Rehabilitation of Offenders Act 1974 - Silverlink Care Agency Ltd aims to promote equality of opportunity and is committed to treating all applicants fairly regardless of ethnicity, disability, age, gender or gender re-assignment, religion or belief, sexual orientation, pregnancy or maternity and marriage or civil partnership. Silverlink Care Agency Ltd undertakes not to discriminate unfairly against applicants on the basis of a criminal conviction or other information declared.

Answering 'yes' to the question below will not necessarily prevent your employment. This will depend on the relevance of the information you provide in respect of the nature of the position and the particular circumstances.

Are you currently bound over or do you have any current **UNSPENT** convictions that have been issued by a Court or Court-Martial in the United Kingdom or in any other country?

Yes*

No

Do you have any current **UNSPENT** police cautions, reprimands or final warnings in the United Kingdom or in any other country?

Yes*

No

Privacy Statement

We will only collect data for specified, explicit and legitimate use in relation to the recruitment process. By signing this application form, you consent to holding the information contained within this application form. If successfully shortlisted, data will also include shortlisting scoring and interview records. We would like to keep this data until the vacancy is filled. (We cannot estimate the exact time period, but we will consider this period over when a candidate accepts our job offer for the position for which we are considering you). When that period is over, we will either delete your data or inform you that we would like to keep it in our database for future roles.

We have privacy policies that you can request for further information. Please be assured that your data will be securely stored by the Registered Manager - Have overall responsibility for the day-to-day running of the organisation and only used for the purposes of recruiting for this vacant post.

You have a right for your data to be forgotten, to rectify or access data, to restrict processing, to withdraw consent and to be kept informed about the processing of your data. If you would like to discuss this further or withdraw your consent at any time, please contact the Registered Manager - Have overall responsibility for the day-to-day running of the organisation to discuss.

**Declaration**

The information in this application form is true and complete. I agree that any deliberate omission, falsification or misrepresentation in the application form will be grounds for rejecting this application or subsequent dismissal if employed. Where applicable, I consent that Silverlink Care Agency Ltd can seek clarification regarding professional registration details.

Print Full Name:**Signature:****Date:****Supporting Statement**

Please add here your reasons for applying. You should refer to the job description and person specification to guide you. It would also be of value to describe particular strengths and talents that set you apart from others as well as including skills gained from work, home and other activities.



Values Based Screening Questions

This should be completed before attending any interview. It will be discussed as part of the interview process.

If I was the Service User, I would like:	
I believe that the Service User's family and relatives would like the following:	
I believe that I can support the Service User because:	
As a member of the team, I would feel valued when:	
I believe that a good relationship between me and the Service User depends upon:	
I believe that I learn best when:	I believe that a good working team is made by:
I believe that my role in relation to the Service User is:	



My other beliefs and values relevant to my job role are:



Interview Invite Letter Template

INTERVIEW INVITATION

Silverlink Care Agency Ltd

Innovation Centre,
Knowledge Gateway,
Boundary Road,
Colchester, Essex,
CO4 3ZQ

Date: **[Insert Date]**

To: **[Insert First and Last Name of Candidate]**

Dear **[Insert Name]**,

Thank you for applying for the post of **[Insert Post Title]** at Silverlink Care Agency Ltd.

We would like to invite you for an interview at the above address at **[Insert Time]** on **[Insert Date]**. If you are unable to attend, please telephone us on the number provided above.

You should bring the following items with you when you attend, or we will not be able to progress your application:

- Evidence of your National Insurance Number
- Right to work documentation
- Either a passport, driving licence or other form of photographic identification

In addition to the above:

- Proof of address, such as an **original** recent utility bill, a credit card bill, bank statement, or council tax bill. This must include your name and be no older than 3 months
- Two recent 'head and shoulders' photographs of yourself
- Originals of any training or education certificates which are relevant to your application
- Any relevant certificates or registration evidence that support your application for this role

If you are unable to provide any of the above required documents, please contact Regina Chukwudi for advice.

Please advise us if you have any access requirements that we need to be aware of and can accommodate for you before the interview.

We look forward to meeting you soon.

Yours sincerely,

For and on behalf of Silverlink Care Agency Ltd



Interview Pack

Candidate Name		Interview Date	
Post Applied for:		Interview Time	
Interview Panel:			

Scoring Key			
1: Below level required / Does not demonstrate Achievement	2: Meets Essential Requirements	3: Exceeds Requirements	
Personal Specification (12) Values (3), Education / Qualifications (3), Experience (3), Role Specific (3)			
Values Based Screening (27) Per Response (3)			
Application Form (9) Training (3), Employment (3), Experience (3)			
Interview Questions (63) As per interview record per answer (3)			
Identity Verification (Tick when completed)			
ID Satisfactory / Received		Documentary Evidence of Qualifications	



Outcome / Rationale	Score	Proceed to Offer	Decline Offer
Signed by all parties involved in the decision			
Print Name:	Signature:	Date:	



Interview Preparation	Issues arising / Action Plan / Comments
Telephone Screening	
Values Screening	
Application Form	
Education / Qualifications	Check and note dates
Completeness of Work History	
Specific Experience / Skills	
Candidate Identity Checks Readiness	
Ability to work in the UK	
Criminal Record Disclosure	
Applicability of References supplied	

**Identity Checks****CHECKLIST – RIGHT TO WORK IN THE UK****STEP 1: ASK FOR ACCEPTABLE DOCUMENTS SHOWING RIGHT TO WORK**

- Employers must obtain the **original** document, or combination of original documents, from List A or List B as proof that someone is allowed to work in the UK.

List A

	Type of Document	Please Tick
1.	A passport (current or expired) showing that the holder, or a person named in the passport as the child of the holder, is a British citizen or a citizen of the United Kingdom and Colonies having the right of abode in the United Kingdom.	
2.	A passport or passport card (current or expired) showing that the holder is a national of the Republic of Ireland.	
3.	A document issued by the Bailiwick of Jersey, the Bailiwick of Guernsey or the Isle of Man, which has been verified as valid by the Home Office Employer Checking Service, showing that the holder has been granted unlimited leave to enter or remain under Appendix EU to the Jersey Immigration Rules, Appendix EU to the Immigration (Bailiwick of Guernsey) Rules 2008 or Appendix EU to the Isle of Man Immigration Rules.	
4.	A current passport endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on their stay in the UK.	
5.	A current Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the named person is allowed to stay indefinitely in the UK or has no time limit on their stay in the UK, together with an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.	
6.	A birth or adoption certificate issued in the UK, together with an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.	
7.	A birth or adoption certificate issued in the Channel Islands, the Isle of Man or Ireland, together with an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.	
8.	A certificate of registration or naturalisation as a British citizen, together with an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.	



List B

	Type of Document	Please Tick
Group 1 – Documents where a time-limited statutory excuse lasts until the expiry date of leave		
1.	A current passport endorsed to show that the holder is allowed to stay in the UK and is currently allowed to do the type of work in question.	
2.	A document issued by the Bailiwick of Jersey, the Bailiwick of Guernsey or the Isle of Man, which has been verified as valid by the Home Office Employer Checking Service, showing that the holder has been granted limited leave to enter or remain under Appendix EU to the Jersey Immigration Rules, Appendix EU to the Immigration (Bailiwick of Guernsey) Rules 2008 or Appendix EU to the Isle of Man Immigration Rules.	
3.	A current immigration status document containing a photograph issued by the Home Office to the holder with a valid endorsement indicating that the named person may stay in the UK, and is allowed to do the type of work in question, together with an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.	
Group 2 – Documents where a time-limited statutory excuse lasts for six months		
1.	A document issued by the Home Office showing that the holder has made an application for leave to enter or remain under Appendix EU to the immigration rules on or before 30 June 2021 together with a Positive Verification Notice from the Home Office Employer Checking Service.	
2.	A document issued by the Bailiwick of Jersey or the Bailiwick of Guernsey or the Isle of Man showing that the holder has made an application for leave to enter or remain under Appendix EU(J) to the Jersey Immigration Rules or Appendix EU to the Immigration (Bailiwick of Guernsey) Rules 2008 together with a Positive Verification Notice from the Home Office Employer Checking Service.	
3.	An Application Registration Card issued by the Home Office stating that the holder is permitted to take the employment in question together with a positive verification notice from the Home Office Employer Checking Service.	
4.	A Positive Verification Notice issued by the Home Office Employer Checking Service to the employer or prospective employer, which indicates that the named person may stay in the UK and is permitted to do the work in question.	
5.	A Certificate of Application (digital or non-digital) issued by the Home Office showing that the holder has made an application for leave to enter or remain under Appendix EU to the immigration rules (known as EU Settlement Scheme), on or after 1 July 2021, together with a Positive Verification Notice from the Home Office Employer Checking Service.	

**STEP 2: CHECK THE VALIDITY OF THE DOCUMENT**

- Employers must check that the documents are genuine and that the person presenting them is the prospective employee or employee, the rightful holder and allowed to do the type of work the employer is offering.

	Yes	No	N/A
Are photographs consistent across documents and with the person's appearance?			
Are dates of birth correct and consistent across documents?			
Are expiry dates for time-limited permission to be in the UK in the future i.e. they have not passed (if applicable)?			
Have you checked work restrictions to determine if the person is able to work for you and do the type of work you are offering? (For students who have limited permission to work during term-time, you must also obtain, copy and retain details of their academic term and vacation times covering the duration of their period of study in the UK for which they will be employed.)			
Are you satisfied that the documents are genuine, have not been tampered with and belong to the holder?			
Have you checked the reasons for any different names across documents (e.g. marriage certificate, divorce decree, deed poll)? (Supporting documents should also be photocopied and a copy retained.)			

STEP 3: TAKE A COPY OF THE DOCUMENTS

- Employers must take a **clear copy** of the documents in a format which cannot later be altered and retain the copy securely, electronically or in hard copy. You must also retain a secure record of the date on which you made the check. Simply writing a date on the copy document does not, in itself, confirm that this is the actual date when the check was undertaken. If you write a date on the copy document, you must also record that this is the date on which you conducted the check.

	Yes	No
Is the document or one of the documents a passport or travel document?		

If **YES**, then you must photocopy or scan:

- Any page with the document expiry date, nationality, date of birth, signature, leave expiry date, immigration permission, biometric details and photograph, and any page containing information indicating the holder has an entitlement to enter or remain in the UK (visa or entry stamp) and undertake the work in question

All other documents should be copied in full, including both sides of an Application Registration Card and an Immigration Status Document. You must also record and retain the date on which the check was made.

All copies of documents taken should be kept securely for the duration of the worker's employment and for two years afterwards. The copy must then be securely destroyed.



KNOW THE TYPE OF EXCUSE YOU HAVE

- If an employer has correctly carried out the above 3 steps, then the employer will have a statutory excuse against payment of a civil penalty if the Home Office finds the above named person working for employers illegally
- Employers must be aware of the type of excuse they have as this determines how long the excuse is valid for, and if, and when you are required to do a follow up check.

Are the documents checked and copied from List A or List B?

List A

- You have a **continuous statutory** excuse for the full duration of the person's employment with you
- You are not required to carry out any repeat right to work checks on this person

List B

Group 1

- You have a **time-limited statutory excuse** which expires when the person's permission to be in the UK expires. You should carry out **a follow-up check when the document evidencing their permission to work expires**

Group 2

- You have a **time-limited statutory excuse** which expires 6 months from the date specified in your Positive Verification Notice. **This means that you should carry out a follow-up check when this notice expires**



Proof of Address			
Original Document Only	Confirm Observation of the Original Document		
	Yes	No	N/A
Utility bill in candidate's name (issued within last 3 months)			
Local Authority Tax statement (issued within last 3 months)			
Driving Licence (if not already used above)			
HMRC Tax notification (issued within last 3 months)			
Financial Statement e.g. Credit Card/Bank (issued within the last 3 months)			
Credit Union Statement (issued within the last 12 months)			
Mortgage Statement (issued within the last 12 months)			
Council Rent Card / Tenancy Agreement (issued within the last 12 months)			
Department for Work and Pensions Benefits			
Other: (State)			
NB: If Candidate cannot supply a proof of address, seek confirmation from an Electoral Register by contacting the relevant Local Authority.			

I can confirm that the above candidate's identity has been checked and verified prior to commencement of interview. A copy of evidence has been taken and signed with this interview pack.

Verified By:		Date:	
---------------------	--	--------------	--

**Values Based Interview Questions**

Scoring Key		
1: Below level required / Does not demonstrate Achievement	2: Meets Essential Requirements	3: Exceeds Requirements

Tick if used	Question Examples Dignity & Respect (Ask 3 Questions One from A, B and C)	Score		
		1	2	3
A	Can you give some examples of how you promote dignity and respect?			
A	Can you describe an occasion where you have had to adapt the way you communicate to achieve a result?			
A	How would you gather the views of {Service_user_text}s that may not be able to communicate?			
B	Tell me about a situation involving others that was particularly difficult to deal with. What made it difficult? How did you manage the situation?			
B	Tell me what your understanding of equality, diversity and inclusion is. Can you provide some examples?			
C	How would you learn to communicate in different ways to ensure that {Service_user_text}s understand?			
C	What do you think the requirements of confidentiality are when supporting {Service_user_text}s?			

Notes on A

Notes on B

Notes on C



Tick if used	Question Examples Learning and Development (Ask 4 Questions One from A and B, Two from C)	Score		
		1	2	3
A	Tell us about the last course you attended. What did you learn and how did you change practice as a result?			
A	How do you know you have done a good job?			
A	Can you give an example that demonstrates when you have "gone the extra mile"? What was the situation? Why did you do this? What was the outcome?			
B	Detail a time where you have had to intervene to improve a work situation			
B	How do you share your skills and knowledge with others, what are the key skills needed to do this?			
B	Describe a situation where you have demonstrated integrity?			
C	Describe a time where you have changed the way you work for the better. How did you communicate your ideas with this?			
C	What do you do to try and improve the way you work?			
C	Could you give an example where you have learned from feedback?			
C	Could you give an example where you actively went out of your way to learn something new in order to achieve a personal goal?			
Notes from A				
Notes from B				
Notes from C (1/2)				
Notes from C (2/2)				



Tick if used	Question Examples Teamwork (Ask 3 Questions One from A, B and C)	Score		
		1	2	3
A	Can you describe a situation where you worked in a team and things did not work out? On reflection, how would you have handled the situation differently? What did you learn about yourself?			
A	How do you motivate yourself when faced with a task you do not enjoy?			
B	How do you prioritise your workload?			
B	Can you describe a time where you have had to reprioritise what you were doing at the request of someone else. How did it make you feel? How did you respond?			
C	How do you motivate others?			
C	Describe a situation where it was important that you worked as part of a team			
Notes from A				
Notes from B				
Notes from C				

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Tick if used	Question Examples Quality & Safety (Ask 3 Questions One from A, B and C)	Score		
		1	2	3
A	Have you ever had concerns about a colleague and their work? How did you deal with this?			
A	What does person-centred mean to you?			
A	What is your understanding of data protection? What would your role be in relation to data protection?			
B	Tell me about a time where you have had to remain calm at work.			
B	What is your understanding of professional boundaries? Can you provide some examples?			
B	What are your thoughts about {Service_user_text}'s taking risks? What would your role be to support people to take risks?			
C	What is your motivation for working at Silverlink Care Agency Ltd and why?			
C	What do you see as challenges?			
Notes from A				
Notes from B				
Notes from C				



Tick if used	Question Examples Safeguarding (Ask 3 Questions One from A, B and C)	Score		
		1	2	3
A	What would you do if someone in management asked you to do something that you did not feel was right?			
A	How would you support someone who does not have the capacity to make decisions?			
B	What is your understanding of whistleblowing?			
B	How would you respond if the {Service_user_text} discloses to you that they are being abused but do not want you to tell anyone?			
C	Safeguarding is an important and topical issue. How would you know that {Service_user_text}s are safe and healthy? If you felt concerned, what would you do?			
C	What is your understanding of the term 'safeguarding'? What is your role?			
Notes from A				
Notes from B				
Notes from C				



Skills & Knowledge	Score		
What current skills and experience can you bring to this role?	1	2	3
What areas of strength do you have? What area do you need to develop?	1	2	3
Work specific to job role scenario – based question	1	2	3
Work specific to job role scenario – based question	1	2	3
Work specific to job role scenario – based question	1	2	3



Administrative Questions – Record here any additional questions asked in response to the application form:

Candidate Questions – Record here any questions asked by the candidate and any responses given:

Additional Comments – Bullet Point here any information shared to the candidate (e.g. Holidays, Hours, etc.)



Recruitment Further Investigation Record

Use this form if there are any deficits in information / documentation supplied to you. In certain areas, the manager has the authority to make a decision based on the balance of information available, but the reason must be explicitly recorded and retained, and the decision must have been responsibly reached with due reference to the aim of protecting vulnerable people.

References: No references, inadequate references or poor references from last employer -			
State reasons given			
Investigations made	Conclusions, if any reached		
	Continue recruitment process	Yes	No
	Withdraw recruitment process	Yes	No

Gaps in Employment History - State reasons given			
Investigations made	Conclusions, if any reached		
	Continue recruitment process	Yes	No
	Withdraw recruitment process	Yes	No

**Silverlink Care Agency Ltd**

Innovation Centre, Knowledge Gateway, Boundary Road, Colchester, Essex, CO4 3ZQ

Disclosure: For use if the disclosure process reveals convictions or warnings and for which it has been decided to discount for recruitment purposes. **IMPORTANT** – Do not record the offences here - that is a breach of data storage provisions – only state your reasons for discounting the disclosures as a reason for not employing the applicant.

Investigations made	Conclusions, if any reached		
	Continue recruitment process	Yes	No
	Withdraw recruitment process	Yes	No

Registered Manager - Have overall responsibility for the day-to-day running of the organisation's Name:	
Signature:	
Date:	



Template Rejection Letters

Rejection Letter

Silverlink Care Agency Ltd

Innovation Centre,
Knowledge Gateway,
Boundary Road,
Colchester, Essex,
CO4 3ZQ

Date:

Attention of **[Insert Candidate Name]**

Dear **[Insert Candidate Name]**,

Thank you for your application for the post of **[Insert Post Title]**.

I'm sorry to inform you that, unfortunately, you were not successful on this occasion. Thank you for your interest and I wish you good luck for your future.

Yours sincerely,

For and behalf of Silverlink Care Agency Ltd



Rejection Letter – Request To Keep Details On File

Silverlink Care Agency Ltd

Innovation Centre,
Knowledge Gateway,
Boundary Road,
Colchester, Essex,
CO4 3ZQ

Date:

Attention of **[Insert Candidate Name]**

Dear **[Insert Candidate Name]**,

Thank you for your application for the post of **[Insert Post Title]**.

I am sorry to inform you that, while you met our specification for the post applied for, unfortunately you were not successful on this occasion.

However, we would like to keep your application on file to be considered for any future vacancies that may arise, in line with our records retention policy. If you do not wish us to retain the file, please contact us to request the destruction of your application.

Yours sincerely,

For and behalf of Silverlink Care Agency Ltd



Reference Request

Dear:			
Company Name:			
Address:			
Tel:		Email:	
Candidate Name:		Has given your name as a referee	
For the position of:			
<p>The named candidate has given permission to contact you to provide information related to their current and / or previous employment / educational background. I would be grateful if you could consider the attached Job Description for this role and provide your thoughts on their suitability for this post by completing this Reference Request.</p> <p>Any information that you provide will be treated in the strictest confidence, in line with the General Data Protection Regulations.</p> <p>Please could you return the completed reference to me by using the stamped, addressed envelope or electronically secure routes to:</p>			
By fax to:			By email to:
Company Name:		Employment start date:	
Name of Referee:		Employment end date:	
Position held and duties:			
Capacity in which candidate is known:			
How long have you known the candidate?			
Reason for leaving:			
Was the candidate subject to any formal form of performance management / safeguarding / disciplinary action within the last 12 months?			<div>Yes</div> <div>No</div>

**Silverlink Care Agency Ltd**

Innovation Centre, Knowledge Gateway, Boundary Road, Colchester, Essex, CO4 3ZQ

If yes, please give further details:

Would you employ the candidate again?

Yes

No

If No, please give further details:



Criteria:	Excellent	Good	Average	Unable to comment	
Assign X to the applicant performance					
Dignity and respect					
Compassion, empathy, ability to empower others					
Motivation, commitment and attitude to work					
Learning and development interest					
Teamworking ability					
Lone working. Ability to work on own initiative					
Understanding and compliance with quality and safety					
Overall contribution as a member of staff					
Did you find the applicant honest and trustworthy?				Yes	No
Did you find the candidate to be reliable in carrying out his / her duties?				Yes	No
Was the applicant's attendance / time keeping acceptable?				Yes	No
Do you think the candidate is a suitable person to undertake this post?				Yes	No
Please provide any additional comments here (continue on an additional sheet if necessary):					
Referee Signature:		Date:			



Privacy

Individuals have a right under the General Data Protection Regulations to see copies of references received about them. Therefore, we cannot guarantee the complete confidentiality of any reference received.

We will only collect data for specified, explicit and legitimate use in relation to the recruitment process. By signing this document, you consent to holding the information contained.

We are required to keep this information within the candidate's personnel file. We cannot estimate the exact time period it will be held for. When that period is over, we will delete your data.

We have privacy policies that you can request for further information. Please be assured that your data will be securely stored by the Registered Manager - Have overall responsibility for the day-to-day running of the organisation and only used for the purposes of successful recruitment of the candidate.

You have a right for your data to be forgotten, to rectify or access data, to restrict processing, to withdraw consent and to be kept informed about the processing of your data. If you would like to discuss this further or withdraw your consent at any time, please contact us.

Office use only			
Reference verified by Name:		Date:	
Verbal Reference Taken By:		Date:	

Silverlink Care Agency Ltd
Innovation Centre, Knowledge Gateway, Boundary Road, Colchester, Essex, CO4 3ZQ

Character Reference

Dear:			
Address:			
Tel:		Email:	
Candidate Name:		Has given your name as a referee	
For the position of:			
<p>The above has applied for the post and has named you as a character referee.</p> <p>I should be grateful if you would express your opinion of the suitability of the candidate for the post specified, in addition to the following specific enquiries. We would appreciate it if you did not discuss the health of the person.</p> <p>Please find enclosed a copy of the Job Description and Person Specification to guide your consideration for the suitability of the candidate. Your reply will be kept in line with Data Protection Policies in line with The General Data Protection Regulations.</p> <p>Please could you return the completed reference to me by using the stamped, addressed envelope or electronically secure routes by:</p>			
Fax to:		Email to:	
Capacity in which candidate is known?			
How long have you known the candidate?			
<p>Please state here your views on the person's ability to work in this role and detail why:</p>			
Referee Signature:		Date:	



Privacy: Individuals have a right under the General Data Protection Regulations to see copies of references received about them. Therefore we cannot guarantee the complete confidentiality of any reference received.

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Office use only				
Reference verified by:	Name:		Date:	
Verbal Reference Taken by:	Name:		Date:	



Offer Letter

Silverlink Care Agency Ltd

Innovation Centre,
Knowledge Gateway,
Boundary Road,
Colchester, Essex,
CO4 3ZQ

Date: **[Insert Date]**

Dear **[Insert Name]**,

Thank you for your application for the post of **[Insert Post Title]**.

I am very pleased to inform you that you were successful in your application. We would like to provisionally offer you:

The post of **[Insert Post Title]**. For **[Insert Hours]** hours per week. At the rate of £ **[Insert Hourly Rate]** per hour.

Annual holidays will be **[Insert Days Holiday Per Year]** days per year, pro-rata for a part-year, and the holiday year runs from 1st April to 31st March.

This offer is conditional on the receipt of satisfactory references, including from your last/present employer as well as a satisfactory response from the DBS register, and where it applies, satisfactory checks of active professional registration.

Please find enclosed an equal opportunities and health and fitness screen that we would appreciate you completing and returning in the sealed brown envelope. Please be assured this information will be held confidentially and only reviewed by the Registered Manager - Have overall responsibility for the day-to-day running of the organisation. If you would prefer to discuss this, please contact Regina Chukwudi (Registered Manager - Have overall responsibility for the day-to-day running of the organisation) direct on: 01206259277; 01206259278 ; 07532384486.

Finally, we ask that you please contact us to indicate whether you would like to accept our offer and we can agree a potential start date.

Yours sincerely,



For and behalf of Silverlink Care Agency Ltd



Equal Opportunities Monitoring

Silverlink Care Agency Ltd is committed to equality of opportunity and fair treatment in all aspects of employment. We aim to provide a working and learning environment which is free from unfair discrimination and will enable staff to fulfil their personal potential. The Equality Act 2010 protects people from discrimination and promotes equality on the basis of a number of 'protected characteristics'. We ask for information on your 'protected characteristics' in order to help us monitor our performance on equality. In line with Government policy, and in accordance with the provisions of GDPR, the information you provide will be held confidentially and it will help us to comply with the law under the relevant Acts and to ensure that our employment policies and practices are fair and effective.

IMPORTANT - Please Note: You do not have to complete this form. The information is given on a voluntary basis and the information provided will only be used for the monitoring purpose. Please do not enter any identifying marks on this form, so that your information remains confidential. This information will be stored on a computer.

Ethnic Origin: Please indicate your Ethnic Origin					
Asian or Asian British		Mixed		Other Ethnic Background	
	Bangladeshi		White & Asian		Chinese
	Indian		White & Black African		Any Other Chinese background
	Pakistani		White/Black Caribbean		
	Other Asian background		Other mix background		Any other ethnic background
Black or Black British		White			
	African		British		I do not wish to disclose my Ethnic background
	Caribbean		Irish		
	Other Black Background		Other White background		
Gender: Please indicate your Gender					
	Female		Male		Other state below
	Transgender Female		Transgender Male		
	I do not wish to disclose my gender				



Sexual Orientation: Please indicate your Sexual Orientation									
	Heterosexual				Bisexual				Other state below
	Gay				Lesbian				
	I do not wish to disclose my Sexual Orientation								
Religion or Belief: Please indicate your Religion or Belief									
	Buddhist				Jewish				Hindu
	Christian				Muslim				Sikh
	I do not have any Religion or Beliefs							Other state below	
	I do not wish to disclose my Religion or Belief								
Marital Status: Please indicate your Marital Status									
	Common Law Partnership				Married / Civil Partnership				Widowed
	Divorced				Single				Other (State)
As per Equality Act 2010: Do you consider yourself to have a disability								Yes	No
Under the terms of the Act, a disability is defined as a “physical or mental impairment which has a substantial and long-term effect on a person’s ability to carry out day-to-day activities”.									
	I do not wish to disclose whether or not I have a disability								
Caring Responsibilities: Do you have any care responsibilities for anyone									
Yes	No	If yes		Children U16		Disabled		Sick / Elderly	



Health and Fitness Questionnaire

Please answer the following questions		Yes	No
1	Do you have or have you ever had any significant health problem, impairment / disability (physical or mental) or learning difficulties that may affect your ability to undertake the tasks set out in the job description of the post offered?		
2	Do you have or have you ever had any illness, impairment of disability that may have been caused or made worse by your work?		
3	Have you ever left or been denied employment in an organisation on the grounds of ill health or been medically retired on the grounds of ill health?		
4	Are you having, or waiting for any medical treatment or investigations at present?		
5	Will you need any special aids or adjustments or assistance to enable you to undertake the tasks set out in the job description of the post offered?		
If you answered 'yes' to any of the above questions, please provide details below:			
Immunisation status (Please specify your immunisation status and any immunisation needs you have for the role - optional)			



Applicants Declaration		Read and Understood	
Circle Yes / No as appropriate			
1	I confirm that the information given above is complete and correct, I understand that any incomplete, untrue or misleading information given to Silverlink Care Agency Ltd will entitle the employer to reject my application, withdraw any offer of employment, or, if I am employed, dismiss me without notice.	Yes	No
2	By my signature, I give authority to the employer to contact my GP for further details regarding any of the potential health problems I have declared above.	Yes	No
3	I agree that Silverlink Care Agency Ltd reserves the right to require me to undergo a medical examination to assess my suitability for work.	Yes	No
4	I do not wish to complete the questionnaire, and I do not wish to have a free health assessment.	Yes	No
5	Will you need any special aids or adjustments or assistance to enable you to undertake the tasks set out in the job description of the post offered?	Yes	No

Print Name	Signature	Date



Promotion Offer Letter

[TO BE TYPED ON COMPANY HEADED NOTEPAPER]

[Employee's name]

[Employee's address]

[Date]

Dear [Employee's name]

I am writing following [our recent discussions regarding a potential change to your current role with the Company] OR [your recent interview for the position of [insert]].

I am delighted to confirm that [you have been successful at interview and] we would like to offer you a promotion from your current role as a [JOB TITLE] to [JOB TITLE] in the [DEPARTMENT]. Please note that this promotion is conditional upon the successful completion of a probationary period within the new role.

If you accept this offer, you will start your new position as [JOB TITLE] on [DATE].

Following your promotion, [your salary will increase from [£AMOUNT] to [£AMOUNT] per annum OR your hourly rate will increase from [£AMOUNT] to [£AMOUNT] per hour].

As noted above, as a condition of your promotion, you will be required to work a probationary period of [NUMBER] months. During this probationary period your performance and suitability for your new role will be continually monitored. If you are absent from work due to incapacity during your probationary period for a period which exceeds [one week] your probationary period will be extended by the period of your absence to allow adequate monitoring of your performance.

At the end of your probationary period, you will be informed in writing if you have successfully completed your probationary period. In the event you do not successfully complete your probationary period, you will be required to return back to your previous role as [JOB TITLE] and your [salary will return to [£AMOUNT] per annum OR hourly rate will return to [£AMOUNT] per hour].

Your new responsibilities shall include, but are not limited to, the following:

- [INSERT RESPONSIBILITIES]
- [INSERT RESPONSIBILITIES]
- [INSERT RESPONSIBILITIES]

You will be required to undergo training with [NAME/PROVIDER] so you are able to carry out the responsibilities outlined above and understand what is expected of you in your new role.

Please find your new contract of employment enclosed which reflects the changes outlined above. I would request that you sign the enclosed contract of employment and return it to me by [DATE]. This will signify your acceptance to the changes to your contract of employment and shall apply conditional upon successful completion of the probationary period.

Please note, there have been no changes to your holiday entitlement or other benefits unless otherwise provided above.

We would like to thank you for your commitment and devotion to the Company and hope this continues in the future.

On behalf of the Company, I would like to congratulate you on your promotion.



Silverlink Care Agency Ltd

Innovation Centre, Knowledge Gateway, Boundary Road, Colchester, Essex, CO4 3ZQ

If you have any questions relating to anything set out in this letter, please do not hesitate to contact me.

Yours sincerely

[Name]

On behalf of [Employer]



Role Evaluation Questionnaire Template

Name:		Job Title:	
Department:			
Who do you report to? (Name & Job Title)			
Who are you responsible for? (Name & Job Title)			
What is the main purpose of your job in overall terms, i.e. what are you expected to do?			
What are the key activities you have to carry out in your roles? (Try to group them under no more than 10 headings.)			
1.		6.	
2.		7.	
3.		8.	
4.		9.	
5.		10.	
What are the results you are expected to achieve in each of those key activities?			
1.		6.	
2.		7.	
3.		8.	
4.		9.	
5.		10.	
What are you expected to know to be able to carry out your job?			
What skills should you have to carry out your job?			