



## CALEDONIA GROUP RECRUITMENT AND SELECTION POLICY AND PROCEDURE

POLICY IMPLEMENTATION CHECKLIST	
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## **1 Introduction**

- 1.1 The Caledonia Group recognises that its' employees are fundamental to its success and is committed to ensuring that the recruitment and selection systems are fair, consistent, valid and value for money and result in appointing staff with the right skills and abilities.
- 1.2 In addition as some Group partners have registered services with the Care Inspectorate, the Group procedures are compliant with the legal requirements for safer recruitment as defined by:
- The Regulation of Care (Scotland) Act 2001 and its associated statutory instruments
  - Scottish Social Services Council (SSSC) Code of Practice for Employers;
  - The National Care Standards.
- 1.3 Therefore, the procedure must be followed not only to comply with employment legislation and good human resources practice but to also ensure safe recruitment in compliance with regulatory requirements with respect of social service workers.

## **2 Aims**

- 2.1 The Group aims at all times to recruit the person who is most suited to the particular job. Recruitment decisions will be made solely on the basis of the applicant's knowledge, skills, experience and individual merit as measured against the criteria for the job. Qualifications, experience and skills will be assessed at a level that is relevant to the job with assessment against core competencies and company values also included.
- 2.2 The Group also seeks to encourage the personal development of all employees and will endeavour to actively support and guide employees in a positive manner so that they are fully capable of meeting the requirements of the job and the Group partners.
- 2.3 This policy also sets out the Group's approach to the recruitment of ex-offenders as detailed in Appendix 1.

## **3 Objectives**

- 3.1 In recruiting and selecting employees, the objectives of this policy are to:
- Ensure that the nature and type of any job vacancy is clearly established (e.g. duties, grade, hours, and status such as permanent, fixed term/temporary or supply);
  - Ensure appropriate authority is sought prior to commencement of any recruitment process.
  - Ensure methods of recruitment and selection appropriate to the vacancy are used;
  - Fill vacancies within an optimum timescale, efficiently, and within the best use of available resources;
  - Ensure each candidate has appropriate time to demonstrate their capability and suitability for the role;
  - Ensure recruiters are suitably trained and provided with adequate guidance and advice to make effective recruitment decisions;
  - Adhere to relevant legislation and codes of practice ;

- Adhere to guidance about the employment of close relatives;
- Encourage service user participation in the selection process when considered appropriate (regulated care services only)

#### **4 Outline of the Procedure**

- 4.1 In order to make the most suitable appointment, it is important that the recruitment and selection process is undertaken in the following order. Further details are noted at Appendix 2.

The procedure in outline is:

1. Identification of a vacancy and authority to recruit
2. Role profile containing person specification details
3. The interview panel and date of interview
4. Vacancy advertising and recruitment methods
5. Application pack
6. Shortlisting
7. Interviewing and other selection methods
8. Selection decision and conditional offer of employment
9. Employment reference checks
10. Protecting Vulnerable Groups or Disclosure Check (where applicable)
11. Eligibility to work in UK check
12. Regulatory body check (where applicable)
13. Qualifications check
14. Agreement of start date and confirmation of conditions of employment being satisfied

#### **5 Equality and Diversity**

- 5.1 The Group is committed to a policy of equal opportunities to ensure that no unlawful discrimination occurs in the recruitment and selection process and the principles of the Equality and Diversity Policy Statement will be followed at all times.
- 5.2 In order that to ensure that this policy achieves its aims of promoting equal opportunities and diversity, applicants will be asked to complete an Equal Opportunities Monitoring Form along with the Employment Application Form. Any information obtained from the form will be held confidentially and used for monitoring purposes only and will not be shown to the interview panel at any time during the selection and interview process.

#### **6 Main Principles**

- 6.1 For Caledonia Housing Association vacancies, authority to recruit must be sought from the Executive Management Team (EMT) prior to being channelled through the People Directorate for advertisement. In addition, the introduction of new posts to the staff structure and the recruitment to EMT level vacancies will require the specific approval of the Management Board unless previously agreed within the current business plan process.
- 6.2 The recruiting manager must submit a Staff Recruitment Request Form to notify that a vacancy exists and to seek approval to commence the recruitment process.

- 6.3 A role profile (containing person specification details) outlining the main duties and key competencies must support each vacancy.
- 6.4 All candidates are required to complete an Employment Application Form which requests specific information and declarations and an Equal Opportunities Monitoring Form. Curriculum vitae (CV's) will not be accepted.
- 6.5 Vacancies will be normally advertised with a 2 week period to the closing date.
- 6.6 Applications received after the specified closing date will not be considered unless there are exceptional circumstances.
- 6.7 The formal procedures detail in Appendix 2 will be followed and documented, with full compliance with the General Data Protection Regulation (EU) 2016/679 and the Data Protection Act (DPA) 2018 (As amended or replaced from time to time).
- 6.8 This policy is complemented by other policies and procedures as they apply to respective Group partners. These include:
- Internal Secondments Procedure
  - Acting Up and Responsibility Allowance Procedure
  - Employment Reference Policy
  - The Protecting Vulnerable Groups and Disclosure Policy
  - Group Conflict of Interest Policy
  - Group Entitlements, Payments and Benefits Policy

## **7 Advertising Process**

- 7.1 Job advertisements are drafted and placed by the People Directorate in liaison with the recruiting manager.

### **7.2 Level of advertising**

Vacant positions will normally be advertised **externally and internally at the same time**.

- 7.3 In the following circumstances, the vacancy may be advertised **internally only**:

- Where a temporary post or secondment is expected to last less than 12 months in duration;
- Where vacancies would result in a change of hours for an existing post-holder in the same type of post and at the same location. These vacancies may be initially advertised to employees in the same type of post at that location. (If there is only one applicant a formal interview is not required);
- During a restructuring or collective redundancy situation. (Appropriate vacancies would first be advertised internally. If no suitable employee under threat of redundancy is appointable after interviewing, vacancies will then be advertised externally);
- On the decision of the EMT in order to meet the operational needs of the Group;
- On the decision of EMT to designate a post as a suitable development opportunity for existing employees.

- 7.4 A vacancy may be filled without advertising following an EMT discussion of the circumstances in exceptional circumstances.

- When there is an organisational need to provide urgent temporary cover due to sick or other leave;
- Where a vacancy has been covered by an employee for at least 6 months on the basis of a temporary or fixed term appointment and that employee meets the performance requirements of the post providing also that the original vacancy was at least advertised internally;
- If an employee, supply worker or speculative applicant expresses an interest in a difficult to fill post (i.e. a post that has been unsuccessfully advertised). N.B. The requirement to interview the candidate for the post remains;
- On the decision of the EMT in order to meet the operational needs of the Group.

- 7.5 There may be situations in which it is appropriate to advertise vacancies over and above the minimum levels described above.
- 7.6 Internal advertisements will be posted on the relevant Group partner's intranet site or e-mailed to all staff as appropriate.
- 7.7 External advertisements will be posted on relevant Group partner's website and within any other appropriate media agreed between the People Directorate and the recruiting manager.
- 7.8 The EMT has the authority to authorise an internal transfer for an existing employee should a vacancy arise for the same post in a different location. Should there be more than one expression of interest in such a post an interview process will still require to take place.
- 7.9 Where an appointed candidate decides not to take up post or leaves within a 6 month period of being appointed, the post may be offered to a suitable reserve candidate who met the relevant selection criteria.
- 7.10 Staff who have been working temporarily in a more senior position through an acting up agreement that subsequently becomes vacant, will have to apply for the position when it is advertised. In such cases the position may be advertised on an internal basis only following consideration by the EMT.
- 7.11 Fixed term posts which have been filled by open advertising, can be extended providing prior EMT approval is sought. A decision to turn a temporary position into a permanent one will require governing body approval. A further recruitment exercise will be carried out in such circumstances.

## **8 Agency Workers**

- 8.1 The Group aims to fill all vacant posts with directly employed staff either on a permanent or fixed term basis. The use of agency staff should therefore be kept to a minimum and used for very short term or emergency staffing needs only.
- 8.2 Under the Agency Workers Directive, once an agency worker has completed 12 weeks in the same post, they are entitled to the same basic working and employment conditions as if they had been recruited directly. Further advice can be sought from the People Directorate.

## **9 Supply Staff**

- 9.1 Work will be classified as “supply” where there is no “mutuality of obligation”. This means the Group is not obliged to offer work and equally the worker is not obliged to accept the work offered. A supply worker is never an employee.
- 9.2 The use of supply staff will be monitored regularly. If a worker has been working continuously to cover the same post for more than a month an assessment should be made of whether the work is truly supply. Consideration should be given to offering a temporary contract if the need is for a regular or longer period. Advice can be sought from the People Directorate.

## **10 Training**

- 10.1 Recruitment and selection training (including the application of the Equality and Diversity Policy) will be provided to those involved in the application of this policy.

## **11 Records Management**

- 11.1 The Group will only share information that meets the requirements of the Data Protection Act 1998.
- 11.2 Information relating to a recruitment campaign will be destroyed 6 months after the conclusion. This excludes information for the successful candidate which will be transferred to an individual employee file.

## **12 Review of Recruitment Practice**

- 12.1 Recruitment procedures and practices will be kept under review so as to ensure that this policy is being adhered to and to ensure that it continues to meet the requirements of the Group and is compliant with legislative and best practice requirements.

## **13 Employment of Close Relatives**

- 13.1 There Group Entitlements, Payments and Benefits Policy sets out the requirements relating to the employment of close relatives of employees. The policy terms are the reason why applicants are asked on the employment application from whether they are related to a Group employee or governing body member.
- 13.2 In such circumstances each situation will be reviewed its own merits but it may affect the ability to employ an applicant.

## **14 Monitoring and Accountability**

- 14.1 The responsibility for implementing the policy will lie with the recruiting manager for each vacancy and all interview panels must be able to justify the steps they take and decisions made.
- 14.2 The People Directorate is responsible for overseeing contractual matters relating to the appointment and termination of all permanent, temporary and supply staff.
- 14.3 The processes described in this policy will be subject to internal audit from time to time.

## **15 Complaints**

- 15.1 All applicants have the right to make a complaint of unfair treatment relating to any stage of the recruitment process. Internal applicants who wish to make such a complaint should refer to the relevant Group partner's Grievance Procedure. A complaint by an external applicant can be directed to the Business Services Director of Caledonia Housing Association and will be dealt with in line with the principles of the Group complaints handling procedure.

## **16 Policy Review**

- 16.1 The legal framework on which this policy has been based is under constant review and subject to change, therefore this policy will be reviewed to reflect and relevant changes either as they occur or as appropriate to ensure it remains compliant.

## Policy Statement on the Recruitment of Ex- Offenders

1. The relevant Code of Practice (“the Code”) is published by Scottish Ministers under section 122 of Part V of The Police Act 1997 (“the 1997 Act”). The Code identifies obligations which registered bodies, countersignatories and other recipients of disclosure information issued under the 1997 Act and the Protection of Vulnerable Groups (Scotland) Act 2007 (“the 2007 Act”), must follow.
2. Caledonia Housing Group complies with the Code, the 1997 and 2007 Acts regarding the treatment of individuals who are subject to Disclosure Scotland checks. We undertake not to discriminate unfairly against the subject of a disclosure on the basis of conviction or other information revealed.
3. We will provide a copy of this policy statement and the Code to anyone who asks to see it.
4. We are committed to equality of opportunity, to following practices, and to providing a service which is free from unfair and unlawful discrimination. We ensure that no applicant or member of staff is subject to less favourable treatment on the grounds of an offending background. We actively promote the right mix of talent, skills and potential and welcome applications from a wide range of candidates, including those with criminal records. The selection of candidates for interview will be based on skills, qualifications and experience.
5. We will use a Disclosure Scotland check only where this is considered proportionate and relevant to the particular position or type of regulated work. This will be based on a thorough risk assessment of the position or work and having considered the relevant legislation which determines whether or not a Standard or Enhanced Disclosure under the 1997 Act or a Protection of Vulnerable Groups (PVG) membership under the 2007 Act is applicable.
6. Where a disclosure application or request is deemed necessary, individuals will be made aware that the position or work will be subject to a Disclosure Scotland check and that the nature of the position or work entitles us to ask about spent and unspent convictions.
7. We will ask individuals to complete a criminal record self-declaration if called for an interview. We will stress to individuals that they should be honest in their response. We will ask that this form be returned under separate, confidential cover, to a designated person within our organisation and we guarantee that this form will only be seen by those who need to see it as part of the decision-making process.
8. We undertake to ensure an open and measured discussion on the subject of any offences or other matters that might be considered relevant for the position or work concerned and the impact this may have on a job offer.
9. We undertake to discuss any matter revealed in a certificate<sup>1</sup> issued under the 1997 Act or a PVG Scheme Record issued under the 2007 Act with the subject of that disclosure before a decision is made.
10. We ensure that all those who are involved in the decision making process have been suitably trained to identify and assess the relevance and circumstances of disclosure information.

**Having a criminal record will not necessarily debar those with a criminal record from working with the Group.**

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<sup>1</sup> We are only able to discuss what is contained on a Disclosure Certificate and not what may have been sent under separate cover by a police force.

### The Recruitment Procedure

#### 1 Identification of a vacancy and authority to recruit

- 1.1 When a vacancy arises it presents an opportunity to consider restructuring or to reassess the requirements of the job. This assessment is valid whether it is to fill an existing job or a new one. The following questions need to be asked by the recruiting manager:
- has the purpose of the job changed?
  - has the job changed from what was originally envisaged? Have work patterns, new technology or new products altered the job?
  - are there any changes anticipated which will require different, more flexible skills from the job-holder?
- 1.2 The answers to these questions should help to clarify the actual requirements of the job. Where a vacancy occurs through the resignation of an existing employee, the employee should be encouraged via an exit interview to give feedback on their role, responsibilities and associated issues to see if useful changes can be made to the role profile and/or person specification.
- 1.3 A Staff Recruitment Request Form details these questions and should be completed and submitted to the Executive Management Team (EMT) to seek authority to recruit. Recruitment requests for support service roles can be authorised by the Head of Frontline Services. The Director of People will sign off requests on behalf of EMT. The fully authorised recruitment request form will act as the authority for the People Directorate to commence advertisement of the post.

#### 2 Role profile

- 2.1 Role profiles are held within the People Directorate for all established posts. A role profile includes details of the main purpose of the job, and the tasks, duties and responsibilities involved. Duties, which would unnecessarily exclude any person from applying for that post, should not be included.
- 2.2 When a vacancy arises it is the responsibility of the appropriate manager to liaise with the People Directorate if amendments are required to be made to a role profile. The amendments will be considered in relation to the responsibility levels of the post.
- 2.3 If a new type of post is to be advertised, the role profile is drawn up by the line manager using the standard format available from the People Directorate, who can provide advice and assistance in the drawing up of profiles, if required.
- 2.4 The vacancy cannot be advertised until the role profile has have been reviewed and approved.

#### 3 Person Specification (contained within the role profile)

- 3.1 Having established the duties of a job through the process of drawing up a role profile, it is necessary to clearly establish what attributes a person needs to be able to fulfil the duties of the job.

- 3.2 A person specification details the skills, abilities, experience, qualifications, core competencies and company values required for a person to undertake the duties of the post. It is derived from the requirements of the role profile.
- 3.3 The person specification details together with the role profile forms the basis of the recruitment advert. The person specification details are also essential to help ensure consistency of assessment by all staff involved in short-listing and selection interviewing. The People Directorate will provide advice and assistance in the drawing up of person specification details, if required.
- 3.4 Requirements, which would unnecessarily exclude any person from applying for that post, should not be included in the specification. For example, applicants should not be required to hold a driving licence if the job would only involve very occasional driving duties which could be undertaken by another employee. It is essential that the Group's equality and diversity policy be considered when drawing up person specification details. The content of the person specification should be agreed by all involved in the selection process.

#### **4 The Interview Panel and Date of interview**

- 4.1 An interview panel, with a minimum of two members, one of whom should be the direct line manager, should be chosen prior to the shortlisting of application forms. As soon as membership of the panel is identified the members should meet to plan and set dates for the whole recruitment schedule. Ideally the date of interview should be agreed prior to the advertisement being placed and so it can be noted.
- 4.2 The interview should take place within 15 working days after the closing date for applications, where reasonably practicable.
- 4.3 Only the members of this panel will be involved in the shortlisting and selection of applicants.

#### **5 Vacancy Advertising and Selection Methods**

- 5.1 Vacancy advertisements will be placed by the People Directorate. All positions will be advertised internally as a matter of course via the intranet. When vacancies are advertised externally they will feature on the relevant Group partner's website and other media as agreed by the interview panel in consultation with the People Directorate.
- 5.2 To attract the right applicants, the advertisement needs to be designed and presented effectively and take into account legal requirements. The text will give the main aspects of the job, location and contract length and will specify details such as salary, qualifications and experience required. All job advertisements will specify a closing date and state how applicants should respond e.g. via the company website or by requesting an application pack. It will also state the Group's commitment to equal opportunities.
- 5.3 Consideration will be given to the most effective advertising media for attracting suitable candidates to a vacancy, whilst also being mindful of value for money.
- 5.4 Advertisements will also note any requirement for a Protecting Vulnerable Groups (PVG) or Disclosure check to be undertaken in relation to the position.
- 5.5 All posts where possible will have a 2 week closing date from the date of advertising and applications will not be accepted after the closing date.

## **6 Application Information**

- 6.1 All applications for employment will be made on the Group's Application Form. Curriculum Vitae (CV's) will not be accepted. Personal data relating to gender, age, marital status, dependents, nationality or ethnic origin will not be sought on the Application Form unless specific circumstances apply, i.e. Genuine Occupational Qualification.
- 6.2 Personal data will be sought on the Equal Opportunities Monitoring Form. This Form will not be available to the Interview Panel and will be used solely for the purpose of equal opportunities monitoring.
- 6.3 All applicants will have access to the following via the electronic recruitment portal
- Application Form
  - Job profile containing person specification details
  - Job Advertisement
  - Equal Opportunity Monitoring Form which includes our policy statement
  - Standard Terms and Conditions
  - Information regarding eligibility to work in the UK
- 6.4 Additional information may be necessary to either allow individuals to make an application or may be sent to short-listed candidates, such as Business Plan, Annual Report, and Operational Policies.
- 6.5 In certain circumstances applicants may be able to seek additional information from a nominated person about the position. This would be noted in an advertisement.
- 6.6 All applications are submitted to the People Directorate via the electronic recruitment portal

## **7 Shortlisting**

- 7.1 The final shortlist for interview is drawn up by the interview panel by comparing each application against the essential and desirable criteria contained in the person specification which can be objectively assessed from the application form.
- 7.2 Reference to the applicant's name and address and equality details are automatically removed prior to applicant information being accessed by the interview panel to ensure that selection decisions are being made solely on skills and to ensure equality of opportunity and do not show any personal details.
- 7.3 The electronic shortlisting assessment form should be used to document decisions taken. It is essential that all information is correctly completed on the assessment form in order that it can be used as a formal record for those candidates shortlisted and reasons for not shortlisting others.
- 7.4 The interview panel should ideally carry out the shortlisting exercise independently of each other but they may meet afterwards to discuss their findings and agree a final shortlist.

7.5 The applicants who best match the role requirements and person specification can then be invited for interview.

7.6 The recruitment guidance available on the website will inform applicants that if they have not heard from us within a three week timeframe from the closing date, that their application has unfortunately been unsuccessful.

### 7.7 Internal Candidates

In order to provide a development opportunity for existing employees, internal candidates who may not meet the full essential criteria for the post will be invited to interview providing they have first discussed the role with the relevant Operational Manager or Functional Director to make sure they fully understand the requirements of the role.

## 8 **Interviewing and other selection methods**

8.1 Once a shortlist has been agreed, the People Directorate will invite candidates to interview.

8.2 Candidates must be given reasonable notice of an interview – ideally 7 consecutive days.

8.3 Members of the interview panel will be provided with an interview pack prior to the interview date which contains:

The interview schedule  
Role Profile

Application forms  
A list of questions agreed by the interview panel  
Interview Assessment Form  
Interview – Appointment Form (Chair of panel only)

8.4 The interview panel (with advice from the People Directorate) will consider other selection methods that may be used in conjunction with the interview. Such methods will be relevant to the selection criteria contained in the person specification.

Additional methods may include:

- Presentations, group exercises or analysis of case studies
- Skills test, e.g. word processing
- In-tray exercises
- Psychometric tests

8.5 Applicants would be informed at the time of being invited to interview if other selection methods are to be used.

## 9 **Selection decision and conditional offer of employment**

9.1 To aid decision-making and in accordance with good equal opportunity practices, an Interview Assessment Form will be completed for each applicant. The assessment criteria will correspond to the criteria set down on the person specification.

9.2 Each member of the interview panel should note their assessment of the candidate on the form immediately after the interview, rating them accordingly.

- 9.3 The merits of candidates should not be discussed between interviews. When the interviews have been completed, members of the interview panel should work through the applications in order and compare their assessment of each candidate against the criteria set down on the person specification.
- 9.4 Discussion and analysis should continue until all panel members are agreed on one successful candidate.
- 9.5 Each panel member's reasons for appointing and for not appointing should be recorded on the Interview Assessment Form.
- 9.6 The Chair of the interview panel is responsible for completing the Interview Appointment Form which notes the assessment score for all candidates by each panel member and their final decision on who to appoint.
- 9.7 The Chair of the interview Panel is also responsible for ensuring that all interview documentation is returned securely to the People Directorate.
- 9.8 Once all the above stages of the procedure are complete, The People Directorate will make a verbal conditional offer of employment to the successful candidate which is subject to satisfactory references, eligibility to work in UK, satisfactory PVG Scheme Record or Disclosure Check (if appropriate) and any other conditions relevant to the post.
- 9.9 The Protecting Vulnerable Groups and Disclosure Policy details the posts for which a PVG membership must be obtained prior to an employee starting work.
- 9.10 The People Directorate will notify the unsuccessful candidates in writing at this stage.
- 9.11 If an internal candidate is unsuccessful, the Chair of the interview panel should advise him/her of the reasons for not appointing.
- 9.12 There is no legal requirement to provide feedback to external candidates, however as a matter of course if requested, feedback will be provided. This should be done by the Chair of the interview panel. Care should be taken when giving feedback that the reasons for non-appointment are related to the selection criteria and do not imply unfair discrimination.

## **10 Employment Reference Checks**

- 10.1 Two written references will be obtained for the successful candidate after the interview stage is complete. One reference will be sought from the present/most recent employer and one from a previous employer. Personal or character references will be sought where it is not possible to obtain employment references. Referees will be asked to complete the Group's standard reference request template.

## **11 Protecting Vulnerable Groups (PVG) or Disclosure Checks**

- 11.1 Under the Rehabilitation of Offenders Act 1974 ex-offenders do not have to disclose spent convictions. However certain types of posts, particularly those that involve working with children or vulnerable adults or in other positions of trust or sensitive areas, are exempt from these provisions, and in these cases all convictions must be declared.

- 11.2 The Group's Protection Vulnerable Groups/Disclosure Policy details which positions require criminal record checks and the type of check. This will be reviewed from time to time and may be altered if deemed appropriate.
- 11.3 The check will be carried out prior to appointment by the People Directorate. Again job offers will be subject to a satisfactory disclosure check.
- 11.4 Applicants for posts which require such a check will be asked to declare any criminal convictions at the time of invite to interview. This information will be held securely by the People Directorate and will not be shared with the interview panel.
- 11.5 Having a criminal record will not automatically debar an applicant from being appointed. Each case will be handled individually and will follow the provisions set out in Appendix 1 Policy Statement on the Recruitment of Ex- Offenders.

## **12 Eligibility to Work in the UK Check**

- 12.1 It is an offence for an employer to employ an individual who does not have permission to live or to work in the United Kingdom therefore applicants will be asked to produce relevant documents to prove their eligibility in line with the Immigration, Asylum and Nationality Act 2006. Offers of employment cannot be made until these checks are deemed to be satisfactory.

## **13 Regulatory Body and Professional Membership Check**

- 13.1 Should membership of registration bodies be essential for the post, such as Scottish Social Services Council, Nursing and Midwifery Council etc., the membership status declared by the successful applicant will be verified by the People Directorate.

## **14 Qualifications**

- 14.1 Candidates invited for interview for all posts will be required to bring with them the original copies of any relevant academic qualifications and certificates gained ( as noted in the person specification). Relevant checks will be made on the authenticity of academic qualifications if these are essential for the post.

## **15 Agreement of start date and confirmation of conditions of employment being satisfied**

- 15.1 Once the checks detailed above have been carried out a start date will be agreed and confirmation of employment made to the successful candidate.