



## Recruitment Policy and Procedures, April 2020

Next planned review in 12 months, or sooner as required.

### POLICY

**It is the responsibility of Chair /Vice Chair to:**

- Comply with this policy and all related Scarf recruitment procedures
- Ensure that all necessary pre-employment checks are carried out
- Maintain and update knowledge in relation to recruitment and procedures
- Ensure that recruitment is applied fairly to all
- 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 committee member responsible for the recruitment of others has the appropriate skills, experience and knowledge to undertake this role competently

The interview stage of the recruitment process at scarf 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.

Scarf will have due regard and compliance with data protection legislation in relation to the archiving and retention of candidate application forms and associated documentation.

Scarf committee member 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.

## **PROCEDURE**

### **Identifying a Vacant Post**

When a vacancy arises, Chair/Vice Chair will consider the most appropriate way to cover the work.

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

### **Advertisement**

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

This will include:

- A statement of scarf values 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 Scarf and a copy of the vacancy accessible to committee member, e.g. committee member notice boards.

### **Shortlisting**

Candidates need to complete an Application Form. CVs can also 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, a committee member 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.

### **Invitation to Interview**

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

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

### **The Interview Process**

Before the interview day, a committee member must set time aside for a review of the shortlisted application forms or telephone screens.

A committee member will:

- Check that educational qualifications are appropriate and adequate
- Check work history, note and investigate all periods of no work
- 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. Upon the interview day, a committee member will also:

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

Two people will conduct the interviews and interview questions will be agreed and standardised for all candidates.

### **During the Interview**

At the start of the interview, the interviewer will provide a brief outline of Scarf culture 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.

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 that although they can start work before the reply is received, 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.

### **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 scarf.

### **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 Chair/Vice Chair 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. A template offer letter can be found in the Forms section of this policy.

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

### **Eligibility to Work in the UK & Identity Checks**

Committee member will refer to the Right to Work Checks Policy and Procedure in place at Scarf for full advice.

Committee member can refer to [www.ukba.homeoffice.gov.uk](http://www.ukba.homeoffice.gov.uk) for current information and support with all aspects of eligibility to work.

### **References and DBS**

A committee member will refer to the references and DBS/Disclosure Policy for clear direction and support. Reference template letters can be found in the Forms section of this policy.

### **Qualifications**

Scarf will ensure that where applicable to 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.

## Person Specification

<b>Job Title:</b>		
<b>Values</b>	<b>Essential</b>	<b>Desirable</b>
<p><b>Dignity and Respect</b></p> <ul style="list-style-type: none"> <li>• Treat people with dignity and respect and practice in line with the Equality Act 2010</li> <li>• Ability to listen, consider and communicate in an open, accurate and clear way</li> <li>• Able to maintain dignity and comfort (especially during intimate or sensitive moments)</li> <li>• Understanding of keeping personal information confidential and promoting children/young people's rights with choice about how they want to be supported</li> <li>• Having respect for children/young people, their families and their environments at all times</li> <li>• Managing sensitively behaviours that have the potential to challenge</li> </ul>		
<p><b>Learning and Development</b></p> <ul style="list-style-type: none"> <li>• Has a commitment to learning and development, aware of self and willingness to reflect on own practice and how this can be improved</li> <li>• Honest and transparent with the courage to speak up if something is wrong</li> <li>• Able to support and develop children/young people we support, colleagues and others, with a willingness to share knowledge and best practice as well as contribute to new ideas and suggestions for better outcomes</li> </ul>		
<p><b>Team Work</b></p> <ul style="list-style-type: none"> <li>• Works with colleagues to enable, empower and encourage each other and children/young people we support to do things for themselves. Ability to form professional relationships and commit to achieving goals and objectives</li> <li>• Ability to communicate effectively and handover information to colleagues and others within the Multi-disciplinary Team</li> <li>• Able to prioritise and understand other people's priorities whilst respecting their choices with the ability to adapt to suit individual needs and situations</li> <li>• Willingness to develop professional relationships with other professionals and agencies to gain further information and support</li> </ul>		

Values	Essential	Desirable
<p><b>Quality and Safety</b></p> <ul style="list-style-type: none"> <li>• Dedicated to delivering support to children/young people in a person-centred manner where each child/young person is at the centre of everything</li> <li>• Supports others in a warm, kind, empathetic and reliable manner with integrity and professionalism</li> <li>• Can respond calmly to events and is able to support children/young people we support with positive risk taking, whilst communicating the consequences of those risks with others</li> <li>• Takes personal responsibility and understands professional boundaries</li> <li>• Has the courage to raise concerns around practice that could impact the outcomes for children/young people we support</li> </ul>		

Education and Qualifications	Essential	Desirable
A good standard of general education		
RQF Diploma, relevant certificates appropriate to role applied for		
Good English - Written and verbal		
Training - COSHH, H&S, Moving and Handling		
Experience	Essential	Desirable
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 (add in accordance with role (refer to the job description))	Essential	Desirable

**Application Form**

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 belief, disability, ethnicity, gender, race, relationship status, sexual orientation, and/or Trade Union membership or stewardship.

<b>Position</b>	
Position applied for:	
Preferred employment type (e.g. part time, full time):	
<b>Personal Details</b>	
Surname:	First name(s):
Current Address:	Postcode:
Telephone number (home):	Telephone number (mobile):
Email address:	
Own Transport <b>Yes/No</b>	How long has your licence been held?
Details:	
Are you a United Kingdom (UK), European Community (EC) or European Economic Area (EEA) National (please circle)?	National Insurance Number:
<b>YES / NO</b> If no, please detail current immigration status and the relevant visa currently held (including Visa number):	Are you are related to a member of committee member or People we Support at Scarf, please circle only: <b>YES / NO</b>
<b>Equality Act 2010</b>	
Under the Equality Act 2010 the definition of disability is if you have a physical or mental impairment that has a 'substantial' and '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: <a href="http://www.gov.uk/definition-of-disability-under-equality-act-2010">www.gov.uk/definition-of-disability-under-equality-act-2010</a> Reasonable adjustments will be made available should you be invited to interview. According to the definition of disability do you consider yourself to have a disability? <b>YES / NO / Prefer not to discuss</b>	

**Education**

School/College/University	Examinations Passed, Qualifications Gained and Year Obtained (All qualifications will be subject to a satisfactory check).

**Training Courses Attended or Completing**

Subject (evidence of attending courses is required)	Location/Details	Date

**Employment History**

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

<b>Name and address of your most recent/last employer:</b>	
Start date and end date:	
Nature of business:	
Position held and reason for leaving:	
Salary / Rate:	
<b>Name and address of employer prior to the employer listed above:</b>	
Start date and end date:	
Nature of business:	
Position held and reason for leaving:	
Salary / Rate:	
<b>Name and address of employer prior to the employer listed above:</b>	
Start date and end date:	
Nature of business:	
Position held and reason for leaving:	
Salary / Rate:	

<b>Name and address of employer prior to the employer listed above:</b>	
Start date and end date:	
Nature of business:	
Position held and reason for leaving:	
Salary / Rate:	
Please detail here any gaps in employment and state why:	

**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.

## Referees

You must provide references from your two most recent employers. Please provide a character reference 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.

Current or Most Recent Employer
<b>Name:</b>
<b>Address:</b>
<b>Postcode:</b>
<b>Tel No:</b>
<b>Job title:</b>
Previous Employer to the One Above
<b>Name:</b>
<b>Address:</b>
<b>Postcode:</b>
<b>Tel No:</b>
<b>Job title:</b>

Character Reference
<b>Name:</b>
<b>Address:</b>
<b>Postcode:</b>
<b>Tel No:</b>
<b>Relationship to you:</b>

## 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 of confidence.

### Rehabilitation of Offenders Act 1974

scarf 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. scarf 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

scarf will only collect data for specified, explicit and legitimate use in relation to the recruitment process. By signing this application form, you consent to scarf 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 your data will be securely stored by the Registered Manager 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.

**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 by Scarf. Where applicable, I consent that Scarf can seek clarification regarding professional registration details.

Name:

Date:

Signature:

## Value Based questions

Use questions from this list as applicable, questions should be used in according to the vacant role. Space is provided for your own questions.

<b>Dignity and Respect</b>
Examples
<ul style="list-style-type: none"><li>• Can you give some examples of how you promote dignity and respect?</li><li>• Can you describe an occasion where you have had to adapt the way you communicate to achieve a result?</li><li>• How would you gather the views of children/young people we support that may not be able to communicate?</li></ul>
<ul style="list-style-type: none"><li>• Tell me about a situation involving others that was particularly difficult to deal with. What made it difficult? How did you manage the situation?</li><li>• Tell me what your understanding of equality, diversity and inclusion is. Can you provide some examples?</li></ul>
<ul style="list-style-type: none"><li>• How would you learn to communicate in different ways to ensure that children/young people we support understand?</li><li>• What do you think the requirements of confidentiality are when supporting children/young people with Scarf?</li></ul>

<b>Learning and Development</b>
Examples
<ul style="list-style-type: none"><li>• Tell us about the last course you attended, what did you learn and how did you change practice as a result?</li><li>• How do you know you have done a good job?</li><li>• 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?</li></ul>
<ul style="list-style-type: none"><li>• Detail a time where you have had to intervene to improve a work situation</li><li>• How do you share your skills and knowledge with others, what are the key skills needed to do this?</li><li>• Describe a situation where you have demonstrated integrity?</li></ul>
<ul style="list-style-type: none"><li>• Describe a time where you have changed the way you work for the better, how did you communicate your ideas with this?</li><li>• What do you do to try and improve the way you work?</li><li>• Could you give an example where you have learned from feedback?</li><li>• Could you give an example where you actively went out of your way to learn something new in order to achieve a personal goal?</li></ul>

## Team Work

### Examples

- 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?
- How do you motivate yourself when faced with a task you do not enjoy?
- How do you prioritise your workload?
- 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?
- How do you motivate others?
- Describe a situation where it was important that you worked as part of a team.

## Quality and Safety

### Example questions

- Have you ever had concerns about a colleague and their work? How did you deal with this?
- What does person-centred mean to you?
- What is your understanding of data protection, what is your role?
- Tell me about a time where you have had to remain calm at work
- What is your understanding of professional boundaries, can you provide some examples?
- What are your thoughts about children/young people we support taking risks? What would your role be to support people to take risks?
- What is your motivation for working at Scarf and why?
- What do you see as challenges?

## Safeguarding

### Examples

- What would you do if someone in management asked you to do something that you did not feel was right?
- How would you support someone who does not have the capacity to make decisions?

- What is your understanding of whistleblowing?
- How would you respond if a child/young person Scarf supports discloses to you that they are being abused but do not want you to tell anyone?

- Safeguarding is an important and topical issue. How would you know children/young people we support are safe and healthy? If you felt concerned, what would you do?
- What is your understanding of the term 'safeguarding'? What is your role?

**Skills and Knowledge**

Current skills and experience that the candidate brings to the role:

Areas of strength and identified areas that need development:

Work specific scenario-based question (specific to job role):

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**Administrative Questions**

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

**Candidate Questions**

Insert here the questions that the candidate asked and any notes of responses:

**Additional Comments**

Bullet point information shared to candidate (e.g. holiday, hours, etc.):

## Interview Scoring Record

Objective completion of this form is an essential element in discrimination risk management.

<b>Scoring:</b> <b>3 - Exceeds Requirements</b> <b>2 - Meets Essential Requirements</b> <b>1 - Below Level Required / Does Not Demonstrate Achievement</b>										
		<b>Score</b>								
<b>1. Personal Specification</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;"><b>Values</b></td> <td style="width: 15%;"></td> </tr> <tr> <td style="padding: 5px;"><b>Education/Qualifications</b></td> <td></td> </tr> <tr> <td style="padding: 5px;"><b>Experience</b></td> <td></td> </tr> <tr> <td style="padding: 5px;"><b>Role specific</b></td> <td></td> </tr> </table>	<b>Values</b>		<b>Education/Qualifications</b>		<b>Experience</b>		<b>Role specific</b>		
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<b>2. Values-Based Screen</b>										
<b>3. Application Form</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;"><b>Training record</b></td> <td style="width: 15%;"></td> </tr> <tr> <td style="padding: 5px;"><b>Employment record</b></td> <td></td> </tr> <tr> <td style="padding: 5px;"><b>Experience</b></td> <td></td> </tr> </table>	<b>Training record</b>		<b>Employment record</b>		<b>Experience</b>				
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<b>Employment record</b>										
<b>Experience</b>										
<b>4. Interview Questions</b>										
<b>5. ID received and satisfactory (interviewer sign):</b>										
<b>6. Documentary evidence of qualifications seen (sign):</b>										
<b>Total Score:</b>										
<b>Decision and rationale:</b>										
<b>Signed by all parties involved in the decision (Print Name, Date, Signature)</b>										

## Identity Check

Identity is established by clearly ticking one item from section 1 and one item from section 2.

Section 1 - Photographic Evidence		
Original Document Only	Interviewer Signature to Confirm Observation of the Original Document	Date
Full signed UK Passport or EU/other nationality Passport		
UK/EU Photocard Driving Licence		
UK Biometric Residence Permit (BRP) Card		
HM Armed Forces ID Card		
PASS Identity Card		
Other:		
Countersigned photograph (including name of countersignatory, date, signature, contact details, capacity known and for how long (must be greater than 2 years and from a person of some standing in the community))*	Additional requirement met?	
<p><b>* In addition to a countersigned photograph, the candidate must supply one of the following: Birth Certificate or other evidence confirming a name change, HMRC letter, DWP notification, Local Government/Local Authority letter (issued within past 6 months)</b></p>		

<b>Section 2 - Proof of Address</b>		
<b>Original Document Only</b>	<b>Interviewer Signature to Confirm Observation of the Original Document</b>	<b>Date</b>
Utility bill in candidate's name (issued within the last 3 months)		
Local Authority Tax Statement (issued within the last 3 months)		
Driving Licence (if not already used above)		
HMRC Tax Notification (issued within the 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:		
<b>NB: If the candidate cannot supply a proof of address, seek confirmation from an Electoral Register by contacting the relevant Local Authority. Attach a photocopy of all evidence to the candidate's file as well as one of the provided photographs</b>		

Use this form if there are any deficits in the information and/or 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 and conclusions, if any, reached.

**Gap in Employment**

State reasons given, investigations made and conclusions, if any, reached.

**Disclosure**

For use if 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, as it is a breach of data storage provisions – only state your reasons for discounting the Disclosures as a reason for not employing the applicant.

**Name:**

**Signature:**

**Date:**

Scarf

ADDRESS

DATE

<b>Candidate - Personal</b>
<b>[Insert Candidate Name]</b>
<b>[Insert Candidate Address]</b>

Date: **[Insert Date]**

Dear **[Insert Name]**,

Re: Reference Request for **[Insert Candidate Name]**

The above has applied for the post of **[Insert Post Title]** at Scarf and has named you as their referee.

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 the attached **Reference Request Form**.

Any information that you provide will be treated in the strictest confidence, in line with the Data Protection Act 2018.

Please could you return the completed reference to me by one of the following secure routes:

- Within the stamped, addressed envelope
- Or, you can also return the form by email, please contact me by phone in person to arrange this

Thank you for your assistance in advance

Yours sincerely,

On behalf of Scarf

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<b>Reference for:</b>	<b>Job Title:</b>
<b>Name of Referee:</b>	
<b>Name of company/organisation:</b>	
<b>Capacity in which the candidate is known to you:</b>	
<b>How long have you known the candidate?</b>	
<b>Dates of employment (if applicable):</b>	
<b>Reason for leaving:</b>	
<b>Was the candidate subject to any formal form of performance management/disciplinary action within the last 12 months?</b>	<b>Yes/No</b>
If yes, please give further details:	
<b>Would you employ the candidate again?</b>	<b>Yes/No</b>
If no, please give further details:	

Please rate your experience of the candidate's performance in the following areas:

Criteria	Poor	Good	Excellent	Unable to Comment
Dignity and respect				
Compassion, empathy and ability to empower others				
Motivation, commitment and attitude				
Learning and development interest				
Team working ability				
Quality and safety				
Education and qualifications				
Skills				
Overall contribution as a member of committee member				

<b>Did you find the applicant to be honest and trustworthy?</b>	<b>Yes/No</b>
<b>Did you find the candidate to be reliable in carrying out her/his duties?</b>	<b>Yes/No</b>
<b>Was the candidate's time-keeping acceptable?</b>	<b>Yes/No</b>
<b>Do you think that the candidate would be a suitable person to undertake this post?</b>	<b>Yes/No</b>
Please provide any additional comments here (continue on an additional sheet if necessary):	

<b>Signed:</b>	
<b>Position:</b>	<b>Date:</b>

**Thank you for providing this information.**

### **Privacy**

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

We are required to keep this information within the candidates 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 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.

Scarf

ADDRESS

DATE:

<b>Candidate - Personal</b>
<b>[Insert Candidate Name]</b>
<b>[Insert Candidate Address]</b>

Date: **[Insert Date]**

Dear **[Insert Name]**,

Re: Reference Request for **[Insert Candidate Name]**

The above has applied for the post of **[Insert Post Title]** at Scarf and has named you as a character referee.

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.

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 fully confidential.

Please could you return the completed reference to me by one of the following secure routes:

- Within the stamped, addressed envelope
- Or, you can also return the form by email, please contact me by phone in person to arrange this

Yours sincerely,

For and on behalf of Scarf

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