

People and Resources Committee

Meeting Date	12 March 2026
Title	Partner policies – regular review
Author(s)	Uta Pollmann, Partner Project Lead
Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
Executive Summary	
<p>The following partner policies have gone through a review to ensure they are up to date and fit for purpose. Minor adjustments have been made as set out below.</p> <ul style="list-style-type: none"> - Partner recruitment policy - Partner reference policy - Partner conflict of interest policy 	
Action required	The Committee is asked to consider and approve the proposal or recommendation.
Previous consideration	The policies have been previously considered by the Executive Leadership Team (ELT).
Next steps	The updated policies will be published and made available to partners. They will be due for their next review in three years.
Financial and resource implications	No financial impact
Associated strategic priority/priorities	Build a resilient, healthy, capable and sustainable organisation
Associated strategic risk(s)	4. We are unable to effectively build trust, engage with and influence our stakeholders, reducing our ability to understand their perspectives and regulate effectively
Risk appetite	People - open

Item 13

<p>Communication and engagement</p>	<p>It is important that our policies remain updated and fit for purpose.</p>
<p>Equality, diversity and inclusion (EDI) impact and Welsh language standards</p>	<p>The policies apply to all HCPC partners without any exception.</p>
<p>Other impact assessments</p>	<p>Not applicable</p>
<p>Reason for consideration in the private session of the meeting (if applicable)</p>	<p>Not applicable</p>

1. Partner recruitment policy

Changes:

- 1.1 Update of title of responsible employee.
- 1.2 Update of list of protected characteristics.
- 1.3 Clarification on budget requirements for recruitment.
- 1.4 Reference to competency framework.
- 1.5 Reference to disability confident employer.
- 1.6 Removing the use of current partners and/or Council members for shortlisting purposes.
- 1.7 Adaptation of shortlisting through the partner portal.
- 1.8 Remove reference to work permit and fitness to practise (FTP) check as these steps have been moved to offer stage.
- 1.9 Remove feedback request after shortlisting stage as we only provide feedback after interview stage.
- 1.10 Removed reference to face-to-face interviews and physical ID checks.
- 1.11 Removal that appointments are signed off by the Chief Executive or Director of Human Resources.
- 1.12 Removal of original documentation for right to work checks as these are done via an online platform.
- 1.13 Update of feedback section to reflect that feedback is only available after interview/assessment stage.
- 1.14 Removal of Council member acting as registration assessors on a temporary basis.
- 1.15 Removal of reference to expenses.
- 1.16 Update of the complaints protocol.
- 1.17 Minor style guide adjustments.

2. Partner reference policy

Changes:

- 2.1 Removal of paragraph 1.3, which specially refers to panels while the policy applies to all partners.
- 2.2 Corrected partner agreement to partner services agreement.
- 2.3 Minor style guide adjustments.

3. Conflict of interest policy

Changes:

- 3.1 Added new partner roles for completeness.
- 3.2 Minor style guide adjustments.

Conflicts of interest policy

Purpose

- 1 The aim of this policy is to set out the expectations regarding real or potential conflicts of interest and the process for dealing with a conflict raised in relation to a partner.

Scope

- 2 The policy is aimed at all individuals who have an HCPC partner services agreement – the types of partners include fitness to practise panel members and chairs, registration assessors, appeal panel members, visitors, lead visitors, service user expert advisors, legal assessors, CPD assessors, ICP chairs. This list is not exhaustive.
- 3 Compliance with this policy is compulsory for all partners and breaches may result in suspension of service or termination of the contract.

What is a conflict of interest?

- 4 A conflict of interest arises where a partner has a private interest which might influence, or be perceived to influence, that person's judgement in carrying out the duties as determined by their contract for service.
- 5 When a reasonable, fair-minded and informed observer would conclude that there is a real possibility that an HCPC decision maker is or could be biased because of a particular interest then there is a conflict of interest.
- 6 This is not a definitive list but examples of relevant interests where a conflict might arise include:
 - Making a decision or leading on a case involving a registrant where the panel member has a strong personal belief about the nature of that registrant's practice.
 - A past or present interest that could reasonably be thought to cast doubt on a partner's independence or impartiality with regard to his or her duties as an HCPC partner.
 - Membership of or any position within a political party, a pressure/interest group, a voluntary organisation or any association connected directly or indirectly with the wider healthcare sector.

- Where there have been previous interactions with an individual whose case is being considered. These interactions could be personal or professional. Knowing of the individual would not necessarily be considered a conflict of interest.
- Where a partner's immediate family member, close friend or colleague is attending or has recently graduated from an institute that they have been asked to visit as part of their provision of service.

The aims of the conflicts of interest policy

- 7** Our conflicts of interest policy is designed to ensure that our work is carried out free from improper influence and that it is independent, fair and devoid of bias and must be seen to be so.
- 8** As we are responsible for promoting and setting standards of conduct among registrants, as well as making decisions about registrants whose fitness to practise may be impaired, our own conduct both as an organisation and as individuals must reflect the highest standards.

How does the policy apply in practice?

- 9** This policy sets out how we should manage conflicts of interest and related matters.
- 10** The HCPC does not wish to collect or retain private information about its partners' interests unless it is relevant to their role or an aspect of their role within the HCPC.
- 11** It is the responsibility of all partners not to put themselves or the work of the HCPC in a position where there is a conflict between the duties required as set out in the contract and their own private interests.
- 12** Panel members, panel chairs, ICP chairs or legal assessors may not appear as advocates or lay representatives for HCPC registrants during the period of their appointment by HCPC.
- 13** Partners must avoid making decisions or handling matters where they have interests that might influence, or be perceived as influencing their judgement.

Register of interests

- 14** On appointment to the HCPC all partners will be asked to complete a declaration of interest form. This will be retained in a central register of interests and must be

completed at the point of engagement of services. It is the responsibility of the partner to keep the register of interests up to date and notify the HCPC of any relevant changes of circumstance. The HCPC also reserves the right to review this information on a regular basis to ensure that the information is up-to-date.

- 15** The partner will need to consider whether any past or present interest or association with any person or body or any fact or matter (whether entailing an association with any person or otherwise) of whatsoever nature might reasonably be expected to give rise to a conflict of interest or the suspicion of a conflict. The conflict might arise where an interest might influence or be perceived to influence the partner's judgement in carrying out his or her function – for example as a panellist, whether as to his or her independence, impartiality or in any other way.
- 16** The partner has a responsibility at all times to advise the HCPC of any appointments or changes to their personal circumstances which may in turn cause potential conflicts of interest.
- 17** If at any time in the course of their provision of services a partner recognises a potential conflict they must immediately advise the operational manager and/or the partner project lead.
- 18** Where there is a potential conflict of interest, the operational manager and/or the partner project lead will agree with the partner what if any action should be taken. In many cases this is likely to mean that the partner will be asked to stand down for the particular activity that they have been asked to undertake. Plainly, the sooner the potential conflict is identified, and an assessment made the better.
- 19** This information may be made public if there has been improper influence as result of the conflict of interest or there is a legal obligation to disclose it.

Declaration of interest

Name:

.....

Registration of interests

I have read the Conflict of interest Policy (and operational guidelines where applicable) and I list below the organisations past and present of which I am a member, with which I am associated or in which I have some other interest where a conflict of interest or the appearance of such a conflict of interest could arise (please add rows as required).

Organisation	Position/interest

In line with the conflict of interest policy I also detail other information deemed appropriate.

Signed Date

Name (print).....

Partner reference Policy

1 Introduction

- 1.1 The Health and Care Professions Council (HCPC) aims to provide partners with an 'open reference' policy to ensure that its values are put into organisational practice.
- 1.2 An open reference policy means that the partners involved in the HCPC who have a reference written about them should be fully aware of what their references will contain.
- 1.3 The HCPC will only provide factual references.

2 Purpose

The purpose of this policy is to ensure that all HCPC partners are treated fairly across the organisation in relation to references.

3 Scope of Policy

The policy applies to all partners both currently engaged under the terms of the partner services agreement and past partners that were engaged under the terms of a partner services agreement.

4 Legal Context

The HCPC has a duty of care to provide a reference which is in substance; true, accurate and fair. References must not give an unfair or misleading impression overall.

5 Guidelines on References

Partners will be consulted and their consent obtained before any references are issued by the HCPC about them.

References will be given in good faith and with care ensuring that information is accurate and factual.

HCPC partner references are statements confirming engagement only, and as such the following are included:

- Dates of partner services agreement/engagement

- Title of partner role/roles
- Statement confirming that the partner relationship with HCPC is that of a self-employed contractor not an employee
- The capacity in which the referee knows the partner
- The offer to provide brief outline of duties (competency framework) for the partner role/roles if this is requested
- A statement that it is HCPC policy to provide confirmation of partner engagement only when issuing references and no further information.

Partner recruitment policy

Purpose

- 1** This policy provides the framework which ensures good practice in recruitment in order to attract high quality candidates from diverse backgrounds and to fully support both the appointment process for partners to the Health Care Professions Council (HCPC) and its commitment to diversity and equality.

Scope

- 2** This policy applies to the recruitment and selection of all partners, who fulfil a range of functions, to the HCPC.
- 3** Everyone involved in the recruitment and selection of partners has a responsibility to ensure that candidates are treated fairly and decisions are made objectively in line with the HCPC's commitment to equal opportunities.
- 4** All managers who have responsibility for recruiting partners should be made aware of and adhere to the contents of this policy. External consultants, current partners, recruitment agencies, advertising agencies or other experts who assist in the recruitment process must act in accordance with this policy.
- 5** Recruiting managers and the Partner team are responsible for ensuring that all aspects of the recruitment process are carried out to avoid unfair discrimination on any ground and in accordance with legislative requirements, including equal opportunities issues, good practice and HCPC policies.
- 6** The partner project lead will manage any recruitment campaign on behalf of the recruiting manager but may delegate any part of the recruitment process where appropriate to a Partner Officer
- 7** Recruitment and selection training is mandatory to all staff who are involved in the appointment process through shortlisting or interview.
- 8** This policy provides a framework for recruitment. Adjustments can be agreed to handle specific circumstances (for example high volumes of applicants). Any agreed adjustments to the policy for a specific recruitment campaign must be

agreed and documented in writing between the partner project lead and the recruiting manager and saved in the recruitment folder of the campaign.

Valuing diversity

- 9** The HCPC is fully committed to making the recruitment process accessible. Information packs and application forms can be provided in an alternative format and the recruitment process can be adjusted to meet the candidate's needs. Initial advice on access issues is available by emailing partners@hcpc-uk.org or by calling 020 7840 1722.
- 10** If a candidate has a reasonable adjustment request, they are asked to send their request to the Partner team at least one week before their interview/assessment date to provide the HCPC with sufficient time to consider the request. The partner project lead will consider any reasonable adjustments that may be required.
- 11** Candidates who have declared a disability in their application form will be considered under the 'Disability Confident' scheme. The HCPC will carefully review their application form to ensure that they fulfil the minimum requirements in each criteria. This is normally set as achieving an average score of 2.0 or more across the different criteria.
- 12** The HCPC is committed to ensuring that no candidate receives less favourable treatment on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 13** The Partner department will provide an annual report to the HCPC on all recorded EDI data of successful and unsuccessful candidates.

Establishing and authorising a vacancy

- 14** The partner project lead in cooperation with the heads of departments will set the budget and the recruitment planning at the end of each financial year for the next financial year to ensure that sufficient resources and budget is available.
- 15** Before the recruitment process can begin it is the responsibility of the user department to send an authorisation form to the Partner team.

- 16** The Partner team will review all recruitment authorisation request forms, and ensure that the recruitment has been budgeted and was planned for as part of the process.

Preparing to recruit

- 17** Before the recruitment process can commence, an 'Information for Applicants' document is produced which includes the role specifications and competencies drawn from the competency framework of the role. The 'Information for Applicants' document will also list the required competencies and person specification, explain the application and decision making process, and timescales.
- 18** This document enables applicants to understand what the role will entail and how they will contribute to the statutory functions of the HCPC. It will also enable managers to define the type of partner they require and serve as the criteria against which applications will be assessed in the shortlisting and selection process.

'Information for Applicants' document

- 19** The 'Information for Applicants' document identifies the principal responsibilities and key tasks that the partner will be expected to perform. It should be accurate and concise and state the profession and modality we are looking for (if applicable). It is important that candidates declare the modality they will work in
- 20** The competency section will set out the specific skills required for each partner role and any competencies that we expect. This information is drawn from the competency framework of the specific partner role.
- 21** It is important to note that the 'Information for Applicants' document will be used to underpin the job advert, shortlisting criteria and interview questions.

Amendments to the appointment and selection policy

- 22** This policy is primarily focused on the recruitment of partner roles through internally or externally advertised campaigns and extensive networks. In some circumstances appointments may be made following agreed amendments to the policy (see point 8 of this policy). These would include expressions of

interest or short-term appointments where a partner works in another area and has a modality that the HCPC finds difficulty in sourcing.

Recruitment plan

- 23** Once the relevant authority has approved the partner resource requirement and the 'Information for Applicants' document has been agreed, the Partner team will agree a recruitment plan with the operational lead.
- 24** The plan will take into account the resources and the budget available and will also include the advertising, the assessment methods and the timescales in which the recruitment campaign will be delivered.
- 25** The timescales will normally be published at the start of the campaign and will be used to monitor the progress of the campaign at each stage. All dates are provisional and may be subject to change.
- 26** Timescales can be flexible to meet the availability of the recruiting manager and the different times of campaigns. However as a guide:
 - All partner vacancies will normally be advertised for a minimum of 10 working days.
 - Where practicable, the shortlisting process will be completed within 10 working days of the closing date.
 - The interview / assessment date should normally be around 15 working days after the candidate has been notified of the outcome of their application.
- 27** Once the recruitment plan has been agreed, the Partner team will instigate the campaign and manage the process.

Advertising

- 28** Partner vacancies will be advertised on the HCPC website, they may also be advertised in the relevant national or specialist professional media, social media and/or other external sources. As we are a disability confident employer, we will advertise for all non-registrant roles on at least one diversity websites.

- 29** In exceptional circumstances only, for example if there is an urgent or temporary need for a partner role, the HCPC may consider advertising the role to existing partners in the relevant profession only.
- 30** For each campaign, the Partner team will recommend an appropriate and cost effective solution to attracting a high-quality and diverse pool of candidates.
- 31** All vacancies that are advertised externally will be displayed on the HCPC website.
- 32** Any advert will need to be reviewed and formally signed off by the partner project lead and department lead.
- 33** The advertising media may include, but is not limited to the press, websites, social media and trade publications.
- 34** All adverts will include a diversity statement.

Application process

- 35** Candidates are normally asked to complete an online application form via the Partner Portal (for current partners) and the Partner Recruitment site (for external applicants).
- 36** Applications will continue to be accepted up to the date and time advertised.

Initial screening

- 37** A member of the Partner team who is not involved in the shortlisting process, will be responsible for managing the applications via the Partner Portal. The system will automatically anonymise the applications and allocate a candidate number.
- 38** Sections which contain personal details, declarations, and equal opportunities information from the application will not be passed to the shortlisters.
- 39** The pre-screening process will confirm candidates have completed the mandatory questions in the application.
- 40** The mandatory questions will ensure that candidates:

- provided details of their eligibility to work in the UK and details of the necessary work permits
 - provided details of any conflict of interests, significant political activities and disciplinary issues.
 - are registered in the relevant profession/modality (for registrant recruitment only)
 - ticked the declaration box.
- 41** The pre-screening process will also ensure that all requests for adjustments that are detailed in the application form are forwarded to the member of the Partner team managing the recruitment campaign.
- 42** Where candidates have detailed an unspent conviction under the Rehabilitation of Offenders Act 1974, their application will be progressed for shortlisting. Having a criminal conviction will not necessarily stop the candidate from providing services to the HCPC. The partner project lead will communicate with the candidate about the offence and discuss the issue with the department lead to consider how relevant it is to the role they are applying for before making a decision.
- 43** The Partner team will also verify information for registrant applicants via the Register (Dynamics) and cross reference with information provided by the candidate.

Shortlisting applications

- 44** The shortlisting process will determine the most suitable candidates to invite to interview. The final cut-off score will be adjusted, especially where a high number of suitable candidates has been identified, to allow those to the next stage with the highest scores only.
- 45** All shortlisters will be the HCPC departmental managers, senior officers and/or a HCPC recruitment partner and will be familiar with the role and the shortlisting process and policy.
- 46** Shortlisters will be fully briefed on the shortlisting process and will review application forms within a set timeframe. They will ensure that all applications are kept securely and are treated confidentially.

- 47** Applications will be made available to shortlisters on the Partner Portal unless other arrangements have been made.
- 48** Applications are automatically anonymised through the system (or manually if the shortlisting is done outside the Partner Portal) before they are allocated to shortlisters. All personal information, declarations and reference details will be removed.
- 49** The anonymised application form is used in the formal shortlisting process. It is visible to the shortlisters via the Partner Portal (or forwarded to them via email) to enable them to determine whether candidates:
 - are meeting the criteria set out in the ‘Information for Applicants’.
 - have a clear motivation for applying for the role and to the HCPC
 - have the relevant competencies for the role.
- 50** Alongside the application form the shortlisters will receive a copy of the ‘Information for Applicants’, which illustrates the pre-agreed level of skills and ability that is expected.
- 51** If the shortlisting is taking place away from the Partner Portal. A scoring grid, and the shortlisting guidance will be provided.

Scoring application forms

- 52** At least two shortlisters will review each application form independently and will allocate a score between zero to four against each of the criteria. The criteria will normally be the competency headings from the ‘Information for Applicants’ document, specific skills for the particular partner role and the response about a candidate’s motivation for applying for the role.
- 53** The definitions of the scores are detailed in the table below.

Score	Performance Rating	Rating Meaning
0	Unsatisfactory	Did not address the competency
1	Limited	Did not demonstrate the competency due to limited example and/or explanation
2	Satisfactory	Demonstrates the competency to a satisfactory level
3	Good	Demonstrates the competency to a good level

4	Excellent	Demonstrates the competency to an excellent level
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- 54** The shortlisters are essentially looking for evidence in the form of specific and concise examples that illustrate how the candidate meets the skills required for the role.
- 55** As guidance, comments like ‘I am good at working as part of a team’ would score zero.
- 56** The shortlisters should focus on the actual evidence provided rather than assumptions of what this may mean the candidate has done.
- 57** The scores for each competency section, as well as the reason for application should be entered onto the shortlisting grid or the relevant section in the Partner Portal.
- 58** Once the shortlisting process has commenced, the criteria must not be changed or new criteria introduced.
- 59** After the shortlister has independently reviewed their application forms, they must provide the Partner Team with their scores.
- 60** The Partner team will collate all scores by downloading them from the Partner Portal (or via the shortlisting grid) and analysing the outcome. After the shortlisting is completed the Partner team will provide the recruiting manager with the combined scores of the shortlisting exercise and an analysis of the potential cut-off score.
- The cut-off score will typically be around half of the total points available from each shortlister (depending on the scoring scale). However, the cut-off score may be adjusted depending on the business needs and the number and calibre of the candidates.
 - Where a role has a very specific requirement such as a particular modality and the candidate does not meet this criteria, they should not be subject to the shortlisting process or be considered further. A clear note of the decision and the reason not to shortlist should be retained on file.
 - Shortlisters will come to different decisions about candidates and this is reasonable. There is no requirement for all scores to be identical.

- Where the total scores of the two shortlisters show a large discrepancy, they might be referred for further consideration to the partner project lead as part of the quality assurance process.
- There is no requirement to review scores where both scores are below the provisional cut-off.
- Any anomalies or issues arising out of the shortlisting process should be discussed with the partner project lead and the recruiting manager and noted where appropriate in an email and saved in the recruitment folder.

61 The partner project lead:

- may carry out a random spot check on the scoring process to ensure consistency and compliance
- should review the final recommendations for interview to ensure that the decisions made by the recruiting manager falls within the scope of the recruitment policy.

62 On making a decision about the final cut-off scores this should be documented in an email from the Partner team to the recruiting manager. Any matters or decisions that need to be documented following the shortlisting process should also be captured in this note.

Quality assurance

- 63** The process of quality assurance (QA) might take place where there is a large discrepancy between the two shortlisting scores.
- 64** The person to undertake the QA will normally be the partner project lead. The QA scores will be reviewed against the original scores from the appointed shortlisters. The designated QA person will make a decision as to whether to invite the candidate to interview or not based on their QA scores.
- 65** In exceptional circumstances the designated QA person may also decide to adjust the cut-off point that was agreed by the original shortlisters. The score and the decision of the QA process will be final. All QA scores and decisions will be recorded in the recruitment spreadsheet.

- 66** For example and for the avoidance of doubt, where a proposed cut-off score was 24 (in total) and a candidate had scored a 8 by shortlister one, 17 by shortlister two and a 14 during the QA; then the candidate would be invited to attend a selection event as the two higher scores reach the anticipated cut-off.

Following shortlisting

- 67** Once a decision has been made on the final shortlist of candidates, they will be invited to the next stage of the recruitment process.
- 68** Once the Partner team receives the shortlist decision, they should highlight to the partner project lead:
- Any candidates who have indicated that they require adjustments to the recruitment process to enable the required adjustments to be established and agreed.
 -
 - Any candidates who answered 'Yes' in the Conflict of Interest, Significant Political Activities, Other Business or declared any conviction or other disciplinary issues.
- 69** The partner project lead and the recruiting manager will review any issues, declarations or convictions and come to a decision about their impact. In exceptional circumstances the head of department will be consulted to make a final decision. Any decision will be documented and saved in the recruitment folder.
- 70** Candidates who do not meet the final shortlist will be sent a suitable response advising them of the outcome of their application.

Selection and assessment

- 71** The Partner team will support the recruiting manager to design and deliver the most effective process but the manager will need to consider the following in advance.

- The most important key skills, experience, knowledge, ability and attributes that are required for the role, recognising that they cannot test for every competency.
- Any form of testing forms part of the process and cannot be used in isolation.
- The methods they use to assess the required skills.
- Draw on previous experience and expertise.

72 The Partner team will aim to meet with the recruiting manager to agree the details of the recruitment process, the number of stages, the interview and training dates and the types of exercises that will be used at the start of the recruitment campaign.

Assessment methods

73 There are a number of options for assessment and these are detailed in the list below. It is important that assessment methods are appropriate for the role and relate back to the key skills and competencies which are being assessed.

- Competency-based interview
- Group exercise
- Case study
- Assessment centre
- Presentations

74 This list is not exhaustive and new and effective ways of obtaining additional information about the competencies that cannot be obtained from the candidate during the interview or the application form may be designed and implemented from time to time.

75 The Partner team will be able to provide support and guidance in determining the most appropriate options for assessment and designing new materials/interview questions etc. A combination of these methods might be used during the recruitment process to assess the candidate's skills and potential.

- 76** Out of fairness, interview questions cannot be altered after the assessment process has started.
- 77** Candidates will receive a full briefing on the details of the selection event, the type of selection methods to be used and any materials they need to read or prepare.
- 78**
- 79** Candidates who contact us because of a disability will be able to discuss any reasonable adjustments that need to be made to the recruitment process. The Partner team will write to the candidate detailing the adjustments that have been agreed and will ask the candidate to confirm their agreement in writing, where practicable, to ensure the requirements have been captured correctly.

Interview panel members

- 80** All interview panel members will be HCPC departmental managers, senior officers and/or a HCPC recruitment partner and will be familiar with the role and the interview process and policy. A member of the Partner team may be used for the purposes of the interview should it be required.
- 81** All interview panel members involved in the recruitment process will receive a full briefing on the selection methods and the scoring mechanisms in advance. They will also be provided with a full timetable and an anonymised version of the application forms will be made available to them on the Partner Portal in advance of the assessment process.
- 82** In the event that an interview panel member is unable to attend a selection event due to absence, alternative arrangements will be made by the Partner team.
- 83** Where adjustments have been made for candidates with a disability, the interview panel member will be fully briefed on the adjustments required if required and will ensure these are implemented in conjunction with the Partner team.

Scoring

- 84** For each part of the selection process the each interview panel member will receive one interview matrix. Only the panel chair's interview matrix will contain

a scoring and comment grid. The interview panel will also receive the interview guidance, an interview timetable, the anonymised application forms and a competency framework for the role. The interview panel members will be responsible for scoring and awarding points to reflect the candidate's performance in the exercise and/or interview.

- 85** The scoring mechanism for each exercise will be agreed prior to the selection event and provided to the interview panel members. It cannot be changed or a new one introduced after the start of the assessment.
- 86** Scores will normally be allocated for each competency or criteria from 0 - 4 as detailed in the scoring grid of the assessment method.

Score	Performance Rating	Rating Meaning
0	Unsatisfactory	Did not address the competency
1	Limited	Did not demonstrate the competency due to limited example and/or explanation
2	Satisfactory	Demonstrates the competency to a satisfactory level
3	Good	Demonstrates the competency to a good level
4	Excellent	Demonstrates the competency to an excellent level

- 87** If an interview is used as part of the process, the interview panel members will have to discuss the performance of the candidate and agree on **one score per criteria** based on the candidate's responses to the questions put to them by the interview panel to be recorded on the panel chair's interview matrix only. The scores allocated for each criteria or competency will be totalled to provide an overall score.
- 88** Half marks may be allocated by the panel.
- 89** The interview panel chair must provide comments based on the evidence detailed on their interview matrix to support their scores including an overall comment. This will be used as the basis for feedback.
- 90** Scores for specific skills within exercises, presentation, interview etc, may be weighted depending on the overall importance. In case different weightings are used, this will be documented by the partner project lead in cooperation with the recruiting manager and saved in the recruitment folder of the specific campaign.

Decision making process

- 91** The Partner team will collate and review all interview and/or assessment scores and forward these to the recruiting manager with an analysis of potential cut-offs.
- 92** The recruiting manager will review the provided scores and, in cooperation with the partner project lead, make a decision about the cut-off scores which will determine the number of successful candidates.

Outcome of assessment

- 93** All candidates will be advised of the outcome of their application shortly after the selection process completed.
- 94** The Partner team will review any declarations made on the application form and if necessary review where necessary.
- 95** Feedback is available to unsuccessful candidates and will be provided by the Partner team upon request.

Offers

- 96** Offers will be made in writing, normally within one week of the final interview and/or assessment.
- 97** Email confirmation should be retained on the recruitment file.
- 98** All offers to external candidates are subject to the candidate providing within our required timescales the following to the Partner team:
 - completion of appropriate check that confirm their eligibility to work in the UK
 - a minimum of two references that are entirely satisfactory covering their employment during the last three years (at least one from their line manager or supervisor where possible)
 - if the candidate had more than three employers in the past three years, we will use the most recent referees.

- for those who have not been employed during the last three years, references from appropriate professionals
- completion of training within 12 months of interview
- evidence to allow the HCPC to undertake any other relevant checks.

Feedback

- 99** Upon request, the HCPC will provide feedback to candidates in relation to their performance at of the interview and assessment stage of the recruitment process.
- 100** Requests for feedback must be sent to the Partner team in writing within two weeks of the date of the outcome letter.
- 101** Requests for feedback will normally be provided within four weeks of receiving the request; although this may vary depending on the size of the recruitment campaign.
- 102** The Partner team will be responsible for managing the feedback with support and input from the assessors involved in the process.

Restrictions or exceptions for partner roles

- 103** Current Council Members of the HCPC are not eligible to perform any partner roles on either a temporary or permanent basis.
- 104** Former Council Members or Presidents of the HCPC are not excluded from applying to become partners through the normal application process.

Conflict of Interest

- 105** Candidates are required to declare any potential conflict of interest in accordance with the HCPC Conflict of interest policy when applying for partner roles. If there is a perceived conflict of interest, this may prevent a partner from being shortlisted for a partner role.

106 Any partner, HCPC staff or external advisor involved in the recruitment process is required to declare any potential conflict of interest in relation to all applicants.

UK GDPR

107 The HCPC will retain information about unsuccessful candidate for 12 months only. Successful applicants' data will be retained and stored for a minimum of ten years after their contract expired.

Complaints

108 Complaints should be considered and addressed by the partner project lead in the first instance. The partner project lead may decide to refer the complaint to the HCPC's complaint team.