

# HR.14 Recruitment & Selection Policy

## Document Summary

The purpose of this policy is to ensure that effective recruitment and selection processes are carried out and provide equality of opportunity in employment for all job applicants.

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<b>Accountable Director</b>	HR Director
<b>Policy Author</b>	Head of Resourcing

### Important Note:

**The Intranet version of this document is the only version that is maintained.**

Any printed copies should therefore be viewed as 'uncontrolled' and, as such, may not necessarily contain the latest updates and amendments.

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If you would like help to understand this document, or would like it in another format or language, please contact the document owner.

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## 1. SCOPE

This Policy applies to all staff employed with Wye Valley NHS Trust

## 2. INTRODUCTION

The Trust recognises that highly skilled, experienced and motivated staff are essential to enable it to deliver its services and essential to its growth and success. The Trust is committed to ensuring the recruitment and selection of people with the appropriate skills, knowledge, experience and qualifications is undertaken as efficiently and effectively as possible, and in line with all legal statutory and good practice guidance requirements.

The aim of this policy is to provide information and guidance both for managers and employees in to attracting, recruiting and retaining the best candidate for the role from a diverse workforce and a wide pool of applicants in a safe and efficient way in accordance with best practice.

This recruitment and selection policy should be read in conjunction with the Trust's Equality & Diversity policy.

## 3. STATEMENT OF INTENT

The objectives of the recruitment and selection policy are:

- To recruit and retain skilled people to enable the Trust to achieve its aims and values
- To ensure effective, consistent and fair practice by the provision of clear guidelines.
- To ensure there is equality of opportunity for existing and prospective staff and to ensure there is no less favourable treatment of candidates.
- To ensure recruiting managers are competent to fulfil their obligations within the policy and wherever possible have undergone relevant training.

By following the guidance in this policy, recruiting managers can be assured that they are operating within the confines of current employment legislation and they are able to avoid discrimination and recruit safely without putting the Trust at risk.

## 4. DEFINITIONS

### **CQC: Care Quality Commission**

CQC is the independent regulator of health and adult social care in England.

### **NHS Employers:**

NS Employers is the organisation that represents individual NHS organisations to be the voice of workforce leaders, experts in HR, and negotiate fairly to get the best deal for patients.

### **Candidate**

The candidate is a person who has applied for a role with the trust. They may be an existing Trust employee or external. The individual is known as a candidate until they commence employment with the Trust, when they become an employee.

### **Recruiting Manager**

The recruiting manager is the manager of the vacant role who has taken responsibility for recruiting to the role. It may be the line manager or another senior manager (such as the senior sister or service manager.) The person leaving the role should not be the recruiting manager.

## **Interview Panel**

The interview panel is the group who assess the candidate's suitability against the person specification.

**Disclosure and Barring Service (DBS):** this service provides criminal record and barring functions to help employers make safe recruitment decisions.

**Electronic Staff Record (ESR):** HR and payroll system, which records personal data of all employees.

**General Medical Council (GMC):** Professional Registration body for Medical Staff.

**Nursing & Midwifery Council (NMC):** Professional Registration body for nurses and midwives

**Honorary Contract:** covers someone who is undertaking work on behalf of the Trust but is not employed by the Trust.

**Health & Care Professional Council (HCPC):** The HCPC (formerly the Health Professions Council) assumed responsibility for the regulation of social workers in England, from the General Social Care Council (GSCC) which was abolished on 31 July 2012. Social workers now have to meet the HCPC standards of proficiency which are competency standards relevant to their area of practice e.g. Physiotherapists, occupational therapists, radiographers, dieticians etc.

## **5. DUTIES and RESPONSIBILITIES**

### **Director of Human Resources**

As lead for Human Resources within the Trust, the Director of Human Resources is responsible for:

- Has accountability for this policy

### **Human Resources Business Partners/ Advisor**

As provider for Human Resources within the Trust, the Director of Human Resources is responsible for:

- Providing advice and guidance

### **Recruiting Managers**

Recruiting managers are responsible for:

- Following policy
- Working as necessary with HR Business Partners/ Advisors and Recruitment Team
- Providing an honest and transparent process

### **Recruitment Team**

The Recruitment team are responsible for:

- Following policy
- Working as necessary with HR Business Partners/ Advisors and Recruitment Team
- Providing an honest and transparent process
- Storing and archiving interview paperwork in line with data protection and NHS information governance guidelines

### **Candidates**

Candidates are responsible for:

- Supplying accurate information

- Providing all documents relevant to policy
- Providing honest and transparent information

## **6. THE RECRUITMENT AND SELECTION PROCESS**

The recruitment process can be categorised in three phases which are:

- **Planning and Preparation**
- **Attraction**
- **Selection and Offer**

### **Planning and Preparation**

The planning and preparation phase consists of considering in detail what the role is required to do, how long the process should take and specifically what skills, knowledge experience and behaviours the ideal person would bring to the role.

#### **6.1 Vacancies**

Before any decision is made to advertise a job, managers should establish using the guidelines set out that a real vacancy exists and should be clear about the requirements of the job. Opportunities for flexibility, as set out in Flexible working policy, should be assessed and acted upon so as to attract as talented a group of applicants as possible, without needless conditions being applied.

Once the vacancy has been identified and before any decision is made to advertise, the manager responsible should review the service requirements, skills mix and competencies required for the role against the department's, business plan and budget.

This review should also include whether the details of the role outlined in the job description or the skills in the person specification, need to be amended to reflect the needs of the department or the role. Information may also be obtained from exit interviews as this can provide valuable insight into how to improve the recruitment, induction and retention of new employees.

#### **Job evaluation and matching**

The job evaluation and the matching process is managed within the HR Operational Team and is undertaken by staff side representatives at all stages. Both new jobs and changed jobs will require either a job matching panel or a job evaluation panel. Please refer to the **Job Evaluation and Policy and Procedure HR 44**

#### **Attraction**

Prospective employees will learn a lot about an organisation depending on what it says about itself and how it portrays itself during recruitment advertising. On average there are 20,000 new jobs posted on NHS Jobs nationally each month. The trust therefore needs to consider carefully how it can stand out in a crowded recruitment market in order to attract the very best the market has to offer.

#### **General principles of attraction**

- All vacancies must be advertised so that all possible candidates have an opportunity to apply to ensure equal opportunities, unless there is re-structure within the area or a management of change process.
- All vacancies, whether internal or external, will be open for application for a minimum of 5 working days (Monday – Friday)

## 6.2 Advertising the Vacancy

The recruiting manager must create the advert and complete the appropriate vacancy review approval form (VR) which has to be approved and signed off by the Divisional Unit Accountant, the budget holder, and Divisional Unit Manager. The VR form once signed by all parties is sent to the recruitment team to trigger the vacancy.

As a minimum, all approved vacancies will be advertised on NHS Jobs for a reasonable period of time by the recruitment team (set to default of 14 days) who will ensure that the advert is not in breach of employment legislation. The advert will include the date of the interview and a copy of the job description and person specification. Other documents can be attached to the advert when provided by the recruitment manager.

If a manager has a clear rationale, they can specify that the vacancy only be open to internal candidates (those already employed by WVT).

External adverts maybe used but costings met by the department, adverts should signpost candidates to the full details of the vacancy on the NHS Jobs website, ensuring anonymity and transparency in the selection process.

As part of the redeployment process, a vacancy may be held before it is advertised if there is a possibility that an existing Trust employee whose current role is no longer tenable may be suitable for the role. In this instance, the HR Operations team will make contact with the recruitment team and recruiting manager to discuss the situation and the potential next steps.

## 6.3 Equality and Diversity

The Trust is committed to equality of opportunity for both employed and prospective staff and supports a culture where our workforce is representative of the communities we serve and where differences are recognised, accepted and valued.

The Trust is positive about employing disabled people and maintaining the standards. We are a positive disability, confident, committed employer.



As part of this commitment all candidates who meet the minimum essential criteria for the role must be short listed and guaranteed an interview. Data to monitor equality and diversity will be collected at short-listing, interview and appointment stages within the recruitment process via NHS Jobs.

For more information on equality and the employment legislation around treating each other fairly, please review this policy ([link](#)).

## 6.4 Applying for Vacancies

A standard electronic application form must be completed by all applicants online via the Trust NHS Jobs website, subject to the provisions of the Equality Act 2010.

Recruiting managers will not be permitted to see personal or monitoring information on the application form at the shortlisting stage.

All applicants for vacancies with the Trust will be treated equally; the only exceptions to this will be as follows:

- Organisational change: the provisions of the Trust's Organisational Change Policy will apply when restructuring as a result of organisational change. Staff who are not

successful in securing a post in the new structure will be deemed as 'at risk' of redundancy and will be issued with a restricted user account allowing them to apply for vacancies but having priority over other applicants.

- Ill health/incapacity: where there is a need to redeploy a member of staff in order to avoid ill health retirement or termination of contract due to incapacity in line with the Trust's Policy for Managing Health, Wellbeing and Attendance. In these circumstances, the member of staff will be issued with a restricted user account allowing them to apply for vacancies but having priority over other applicants.

## 7. NHS EMPLOYMENT CHECK STANDARD

The trust ensures that all candidates that have been offered positions at the trust are thoroughly checked in accordance with the NHS Employment Check Standards (found on [www.nhsemployers.org](http://www.nhsemployers.org)). Offers of employment are made conditional on the satisfactory outcome of these checks.

- Verification of Identify
- Right to Work Checks
- Professional Registration and Qualifications
- Employment History and References
- Disclosure and Barring Service Checks (DBS)
- Occupational Health Checks (OH)
- English language competence

The Recruitment and Selection Guidance HR.14A – refers to Employment Checks in 5.14 and outlines the process for checking Verification of Identity, Right to Work in the UK and Professional Registration and Qualifications.

The outcome of each check will be confirmed with the recruiting manager, recorded in ESR and the individual's personnel file. The recruiting manager should always seek advice from either the Head of Resourcing or the HRBP for their division prior to withdrawing an offer of employment and should, in every case give the candidate chance to explain the situation.

The **Criminal Records (DBS) Policy** gives further details on the Disclosure Barring Service (DBS) and how individuals require checking.

## 8. FIT AND PROPER PERSON REQUIREMENT

The Trust is required to take proper steps to ensure that its Directors (both Executive and Non-Executive) are fit and proper for the role and will, therefore carry out all necessary checks to confirm that persons who are appointed to these roles are:

- Of good character;
- Have the appropriate qualifications;
- Are competent and skilled;
- Have the relevant experience and ability;
- Exhibit appropriate personal behaviour and business practices; and,
- Have not been responsible for or known, contributed to or facilitated any serious misconduct or mismanagement in carrying on a regulated activity.

The **Recruitment and Selection Guidance HR14A** details the processes for verifying the requirements in addition to those detailed in Section 8 above.

## 9. SELECTION AND OFFER

### Shortlisting and Interviewing Candidates

Recruiting managers are responsible for ensuring correct short listing procedures are followed and full details on short-listing and interview procedures are included in the supporting **Recruitment and Selection Guidance HR14A**.

## 10. RECOGNISING PREVIOUS SERVICE

The Trust's guidance on recognising previous service both within the NHS and outside of the NHS, where employment is deemed to be 'relevant' is outlined in the supporting **Recruitment and Selection Guidance HR14 A**

## 11. COMMENCING SALARIES

**The Recruitment and Selection Procedure HR14A** for Agreeing Commencing Salaries provides guidance and support for recruiting manager's when agreeing salaries for new appointments.

## 12. RELOCATION SALARIES

Relation expenses are only paid in circumstances where there has been particular difficulty in recruiting to a post. In these circumstances, authorisation from Finance and the relevant budget manager are required and recruiting managers should consult with the HR Services team for guidance on payments. The maximum allowance that can be offered under Her Majesty's Revenue and Customs (HRMC) guidelines before tax and National Insurance is up to £8,000.

## 13. CONFIDENTIALITY

It is essential that everybody involved in any stage of the Recruitment & Selection process treat information on applicants and their deliberations as strictly confidential.

## 14. TRAINING

The Trust will provide guidance to all recruiting managers/employees and new recruiting managers/employees to help them understand their rights and responsibilities under this policy. Training will be undertaken by the HR Department.

## 15. MONITORING COMPLIANCE WITH THIS DOCUMENT

The table below outlines the Trusts monitoring arrangements for this policy.

Aspect of compliance or effectiveness being monitored	Monitoring Method	Individual responsible for the monitoring	Frequency of the monitoring activity	Group/committee which will receive the findings/monitoring report	Group/committee/ individual responsible for ensuring that the actions are completed
Process for monitoring/receiving assurance that checks are being carried out by all external agencies (e.g. NHS Professions, recruitment)	The Head of Resourcing will audit a random selection of employees recruited in the past 12	Recruitment & Selection Committee	Annually	Partnership Forum	Partnership Forum

agencies etc.) used by the organisation in respect of temporary staff	months on an annual basis to ensure that this policy has been adhered to throughout the Recruitment and Selection Process				
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## 16. RELATED TRUST POLICIES/PROCEDURES/GUIDANCE

This Policy should be read in conjunction with the following documents:

- Management of Change Policy HR.20
- Staff Induction Policy HR.18
- Equality & Diversity Policy HR.08
- Validating & Monitoring Professional Registration Policy HR.33
- Fixed Term Contract Policy HR. 84
- Salary on Appointment & Reckonable Service Policy HR.19
- Criminal Records (DBS) Policy (DBS) HR.87
- Job Matching Policy HR.88
- Recruitment & Selection Guidance HR14A
- NHS Jobs Guidance

## 17. EQUALITY IMPACT ASSESSMENT

<b>1</b>	<b>Name and Job Title of person completing assessment</b>	Karen Miller, Head of Resourcing
<b>2</b>	<b>Name of service, policy or function being assessed</b>	Recruitment & Selection Policy
<b>3</b>	<b>What are the main objectives or aims of the service/policy/function?</b>	The main objectives of the policy is to set out the Trust's position and procedures on recruitment and selection; including the promotion of objective, fair and transparent recruitment practices; and ensuring that selection decisions are based on objective and justifiable criteria.
<b>4</b>	<b>Date</b>	

### Stage 1: Initial Screening

<b>5</b>	<b>What evidence is available to suggest that the proposed service/policy/function could have an impact on people from the protected characteristics? Document reasons, e.g. research, results of consultation, monitoring data and assess relevance as: <i>Not relevant or Relevant Low/Medium/High</i></b>	
	Protected Characteristic	Relevance
A	Race	Applicants and candidates with this protected characteristic have statutory rights not to be discriminated against during the recruitment & selection process. <b>Evidence: Adverts are in non-discriminatory language.</b>

		<b>Procedures for short listing and selection interviewing are designed to eliminate opportunities for discrimination and training is provided for employees and managers involved in these processes. ID and right to work in the UK - processes comply with NHS Employers employment check standards and Section 8 of the Asylum &amp; Immigration Act 1996. Relevant</b>
B	Disability	Applicants and candidates with this protected characteristic have statutory rights not to be discriminated against during the recruitment & selection process. <b>Evidence:</b> As above (bold para), plus priority can be given for re-deployment on grounds of ill health or disability, Wye valley NHS Trust follows the Job centre's Two Ticks symbol and adopts the values that this scheme incorporates New requirements outlawing pre-employment health questionnaires have been incorporated into our processes. Occupational health provider processes OH questionnaires for successful candidates and reasonable adjustments will be considered to enable a disabled person to attend interview and/or take up post
C	Gender	Applicants and candidates with this protected characteristic have statutory rights not to be discriminated against during the recruitment & selection process. <b>Evidence:</b> As above (bold para)
D	Age	Applicants and candidates with this protected characteristic have statutory rights not to be discriminated against during the recruitment & selection process. <b>Evidence:</b> As above (bold para)
E	Sexual Orientation	Applicants and candidates with this protected characteristic have statutory rights not to be discriminated against during the recruitment & selection process. <b>Evidence:</b> As above (bold para) : Use of NHS Jobs website for advertising and ensuring that advertisement wording is designed to attract as wide a group of suitability qualified applicants as possible and to promote a diverse workforce. Personal data is collected on a separate monitoring form and not passed to the recruiting manager.
F	Religion/Spirituality	Applicants and candidates with this protected characteristic have statutory rights not to be discriminated against during the recruitment & selection process. <b>Evidence: Adverts are in non-discriminatory language. Procedures for short listing and selection interviewing are designed to eliminate opportunities for discrimination and training is provided for employees and managers involved in these processes.</b>
G	Pregnancy/maternity	Applicants and candidates with this protected characteristic have statutory rights not to be discriminated against during the recruitment & selection process. <b>Evidence:</b> Adverts are in non-discriminatory language. Procedures for short listing and selection interviewing are designed to eliminate opportunities for discrimination and training is provided for employees and managers involved in these processes.
H	Gender reassignment	Applicants and candidates with this protected characteristic have statutory rights not to be discriminated against during the recruitment & selection process.

		<b>Evidence:</b> Use of NHS Jobs website for advertising and ensuring that advertisement wording is designed to attract as wide a group of suitability qualified applicants as possible and to promote a diverse workforce. Personal data is collected on a separate monitoring form and not passed to the recruiting manager.
I	Marriage and Civil Partnership	Applicants and candidates with this protected characteristic have statutory rights not to be discriminated against during the recruitment & selection process. <b>Evidence:</b> Adverts are in non-discriminatory language. Procedures for short listing and selection interviewing are designed to eliminate opportunities for discrimination and training is provided for employees and managers involved in these processes.
J	Carers	Applicants and candidates with this protected characteristic have statutory rights not to be discriminated against during the recruitment & selection process. <b>Evidence:</b> Adverts are in non-discriminatory language. Procedures for short listing and selection interviewing are designed to eliminate opportunities for discrimination and training is provided for employees and managers involved in these processes.
If you assess the service/policy/function as <b>not relevant</b> , please proceed to section 11. If you assess the service/policy/function as <b>relevant</b> , continue to Stage 2, Full Equality Impact Assessment.		
<b>Stage 2: Full Equality Impact Assessment</b>		
<b>6</b>	<b>Are there service user, public or staff concerns that the proposed service/policy/function may be discriminatory, or have an adverse impact on people from the protected characteristics?</b>	
A	Public	None
B	Staff	None
If there are <b>no concerns</b> proceed to section 11. If there <b>are concerns</b> , amend service/policy/function to mitigate adverse impact, consider actions to eliminate adverse impact, or justify adverse impact		
<b>7</b>	<b>Can the adverse impact be justified</b>	
<b>8</b>	<b>What changes were made to the service/policy/function as result of information gathering?</b>	
<b>9</b>	<b>What arrangements will you put in place to monitor impact of the proposed service/policy/function on individuals from the protected characteristics?</b>	
<b>10</b>	<b>List below actions you will take to address any unjustified impact and promote equality of outcome for individuals from protected characteristics. Consider actions for any procedures, services, training and projects related to the service/policy/function which have the potential to promote equality.</b>	
	Action	Lead
		Timescales

<b>11</b>	<b>Review date</b>	21 September JNCC
I am satisfied that this service/policy/function has been successfully equality impact assessed. Date: 19.09.17 Author: Karen Miller, Head of Resourcing		
Please send the completed assessment for scrutiny to: Quality & Safety Manager, Quality & Safety Manager, Trust HQ, County Hospital, Union Walk, Hereford. HR1 2ER.		