

Recruitment and Selection Policy

Directorate of Human & Corporate Resources
Revised June 2005

1. INTRODUCTION

- 1.1 This policy aims to set the standards of Recruitment & Selection throughout the Trust. Whilst it is essential that some elements of the procedure are controlled by the Human & Corporate Resources Directorate to ensure that recruitment is dealt with fairly and complies with relevant legislation, in the majority of cases the appropriate Manager will be responsible for the appointment of staff.

2. POLICY STATEMENT

- 2.1 It is the Trust's policy to promote a recruitment and selection procedure, which helps to achieve the main aim of the Trust's Human Resources Strategy - "to attract, develop and retain people with skills necessary to perform in an environment which values each member of staff."
- 2.2 The selection process is of critical importance as a means of matching the individual to the Trust's culture through the recruitment of those who are well disposed to learning, developing and taking responsibility for their own behaviour. Recruitment of the right staff with the right skills at the right time is an essential part of the Trust's Human Resources Strategy. Failure to achieve this is both costly and can create an inefficient workforce.
- 2.3 The recruitment & selection process will in many cases be the first contact that a potential employee will have with the Trust and it is therefore essential that those involved with recruitment reflect positively and accurately the image of the Trust. Applicants must be left with a positive impression of the Trust as a potential employer.
- 2.4 This Policy should be read in conjunction with the Trust's Policy for Employment Checks and Clearances for Applicants and Employees and the Trust's Reference Policy.

3. THE RECRUITMENT AND SELECTION PROCESS

- 3.1 There are five stages to the recruitment and selection process: -
- Analysing the post
 - Advertising
 - Shortlisting
 - Interviewing
 - Appointment

4. ANALYSING THE POST

- 4.1 It is the responsibility of the appropriate manager to re-evaluate the vacancy and consider if it is necessary to fill or if the opportunity to review and redefine the role should be taken. If the vacancy is to be filled, the manager must provide an up to date job description and person specification if the job description is revised, it **must** be considered by your link Human Resources Manager.

5. ADVERTISING

- 5.1 When advertising a post, managers need to be aware of the processes involved from the time a member of staff hands in their notice to the start date of a new employee. A delay in, for example, references, occupational health clearance or work permits can often hold up the appointment process and it is therefore vital to ensure procedures are in place to ensure delays do not result in the loss of a successful candidate.
- 5.2 The following documents must be downloaded from the Intranet (Support Services Human & Corporate Resources □ Recruitment), completed and forwarded to Recruitment Services.
- Establishment Form – needs to be signed by all parties concerned
 - Proposed Advertisement
 - Up to date Job Description
 - Up to date Person Specification
 - Knowledge and Skills Outline (once available)
- 5.3 Advertisements **will not be placed** until the above information has been received by the deadlines outlined on the Intranet site. If deadlines are not met, managers should discuss with the Human Resources Manager (Recruitment).
- 5.4 In accordance with the Trust's Equal Opportunities policy, all posts will be advertised and Recruitment Services will advise on the most appropriate advertising media.
- 5.5 It is the responsibility of all managers placing advertisements to **ensure any other supporting literature** to be included within application packs is passed to the appropriate Recruitment Officer. All information must be of the required corporate standard.
- 5.6 If managers take contact details of prospective applicants, names and addresses must be emailed to the Recruitment office to enable them to complete the monitoring exercise.

6. SHORTLISTING

- 6.1 There should be a minimum of two people involved in shortlisting, who have both attended the Recruitment and Selection training. The detail on the person specification needs to be used as the criteria for shortlisting a post. The reasons for shortlisting/not shortlisting must also be documented on the shortlisting assessment form. This information may be used if challenges are made to the procedure.
- 6.2 Applicants are sent a letter at the time they apply for a post stating that if they have not heard within three weeks of the closing date then they can assume they have been unsuccessful.
- 6.3 It should be noted that Recruitment Services must receive the completed Interview Programme/Shortlisting Assessment Form **at least two weeks** prior to the interview date.

7. INTERVIEWING

- 7.1 The panel needs to consist of at least two people, one of whom must be the appropriate line manager to the post. Members of the panel are also required to disclose any relationship they may have with any of the candidates and have attended Recruitment & Selection training. It is normally inappropriate for a panel member to be in a more junior role than the post, which is vacant.

- 7.2 Where a candidate is a recognised trade union official, a Human Resources Manager/Adviser must be involved.
- 7.3 The appointing manager is responsible for the following:
- Booking a room for the interview
 - Ensuring a waiting area is provided
 - Checking with Recruitment Services to establish if they have received notification of attendance or cancellation from candidates
 - Checking proof of identity of all candidates
 - Checking all relevant certificates
 - Carrying out relevant original document checks and ensuring a photocopy or scan is taken (see Section 8)
 - Checking any documents presented appear to be authentic
- 7.4 Additional methods of selection may also complement the interview depending on the level of the post. Examples include: -
- Presentations
 - Group Activity
 - In tray exercises
 - Word Processing exercise
- 7.5 Where the panel choose to use group activities, in-tray exercises or word processing, advice must be sought from their link Human Resources Manager/Adviser.
- 7.6 Following interview, the following documentation must be returned to Recruitment Services:
- List of interview questions and all notes taken by panel members during the interview
 - Interview Assessment form – the reasons for appointing and rejecting candidates must be made clear on this form to avoid discrimination claims
 - Application forms in two bundles:
 - Those candidates identified for appointment
 - Those candidates who were unsuccessful
 - Completed 'Appointment Details' form
 - Fully completed Criminal Investigation form (if relevant)
 - Photocopies of original documents

8. PREVENTING ILLEGAL WORKING

- 8.1 It is a legal requirement that the Home Office Guidance for United Kingdom employers on changes to the law on preventing illegal working (2004) is followed to ensure that potential employees have leave to remain and work in the UK
- 8.2 At interview, all applicants should be asked to provide approved specific original documents and a photocopy or scan taken of the following parts:
- The front cover and all of the pages that give the potential employee's personal details (especially the pages with the photograph and signature)
 - Any appropriate page containing a UK Government stamp or endorsements that permits the potential employee to do the type of work being offered.
- 8.3 Recruitment Services will confirm the documents give the potential employee the right to work in the UK. The person must not commence work and the contract cannot be issued until this has been undertaken.

9. REFERENCES

- 9.1 The Human & Corporate Resources Directorate will take up all references unless the candidate indicates on their application form that their present employer should not be contacted prior to the interview. Upon receipt, references will be retained by Recruitment Services and collected by the appointing officer prior to the interview. The references should only be read by the panel Chair or Human Resources representative prior to interview to allow any points of clarification to be raised during the interview. References must not be reproduced and at all times must be treated with the utmost confidentiality.
- 9.2 References must only confirm the opinion of the interview panel and not be used as a basis for decision.
- 9.3 One reference should be a reference from the most recent employer, usually the individual's manager, or if the candidate is in their final year of full time education/study, a lecturer is acceptable; it is acceptable for the second to be a character reference. Exceptionally where candidates have been out of the workforce for a number of years, it will be acceptable to obtain a two character references from referees with a professional standing.
- 9.4 Offers of appointment must not be made until all references have been received at least one of which must be in writing, and **deemed satisfactory by the appointing officer taking into account qualifications, skills and experience**. For further information, please refer to the Trust's Reference Policy.

10. HEALTH ASSESSMENTS

- 10.1 All employment offers are made on condition that the candidates satisfy the health assessment carried out by the Occupational Health Department. **Candidates must be made aware of this at the interview**. The Health Questionnaire will satisfy this requirement in most cases but on occasions, the candidate may be required to attend a medical. Employment should not commence until health clearance has been received.
- 10.2 Any information concerning the health of the candidate is confidential and managers will only be advised if an employee is fit for the position offered.

11. CRIMINAL RECORDS BUREAU CHECK

- 11.1 In accordance with the 'CRB Disclosure in the NHS' guidelines from NHS Employers, employment offers are subject to Criminal Investigation checks for certain posts.
- 11.2 There are two levels of disclosure:
- Standard Disclosure: is required for any post where 'the postholder is engaged in work where they have access to patients in the course of normal duties'.
 - Enhanced Disclosure: for all posts having a greater degree of contact e.g. regular caring for, supervising, training or being in sole charge of children/vulnerable adults
- 11.3 All clinical posts require CRB Disclosure. For all other posts, the Manager will be responsible for determining if a post requires a CRB Disclosure. This should be

indicated on the advertisement form. Further advice can be sought from Human Resources

- 11.4 A previous Standard CRB Disclosure can be used if an employee is moving to a new post within 6 months of the Disclosure being issued. This does not apply to Enhanced Disclosures.

12. APPOINTMENT OFFERS

- 12.1 As outlined in section 7, the interview assessment form, application forms, photocopies of original documents and a completed 'Appointment Details' form must be returned to Recruitment Services, together with Occupational Health questionnaires and CRB form (if relevant). The appointing officer must inform them who has been provisionally appointed so that a conditional job offer can be made. Once all the pre-employment checks have been completed and are satisfactory, then the contract and statement of Terms & Conditions can be issued. Successful candidates must confirm acceptance of the offer in writing by returning one signed copy of their contract of employment. The starting point within the salary scale is at the discretion of the appointing manager taking into account qualifications, skills and experience.

13. WORK PERMITS

- 13.1 Any person, other than a national of a EU country, subject to immigration control coming to work in the United Kingdom must have a work permit, unless they fall into one of the limited permit-free categories. The permit will normally be issued for a limited period and for no more than four years. Recruitment Services will administer all work permit applications.

14. REGISTRATION WITH REGULATORY BODY

- 14.1 For health professional posts (excluding medical staff) , the appointing Directorate will make a request to the relevant regulatory body to specify whether:
- The applicant is appropriately registered
 - The registration covers the proposed role
 - The registration is subject to any current restrictions
 - The applicant is the subject of any fitness to practice investigations, which the regulatory body has a duty to disclose.
- 14.2 For medical staff, Recruitment Services will undertake the request.
- 14.3 All health professional posts are subject to these checks being satisfactory

15. INDUCTION

- 15.1 The Human & Corporate Resources Directorate will ensure that all employees are booked on the first available Corporate Induction Day after their commencement. **Line Managers have a responsibility** to ensure that newly appointed persons or those returning to work following long-term sickness, maternity or secondment attend Hospital Induction. Line Managers need to arrange an appropriate local induction to the directorate for the new to be completed within first six weeks of employment. (See Induction Policy)

16. DISCLOSURE UNDER STANDING ORDERS OF THE TRUST

- 16.1 Candidates for appointment to the Trust must declare if they are related to any Director or Senior Manager of the Trust. Failure to disclose this relationship will disqualify the candidate or make him/her liable for summary dismissal if already appointed.
- 16.2 The Chairman, Director or any senior manager of the Trust must disclose any relationship between himself/herself and any candidate for appointment. If a relationship is declared, the Statute Instrument 1990 Number 2024 the National Health Service Trusts (Membership and Procedure) Regulation 1990 will apply.

17. LEAVERS SURVEY QUESTIONNAIRE

- 17.1 A Leavers Survey Questionnaire form is sent by Human Resources to any member of staff who has left the Trust, one month after their last day of service. Information is recorded by Human Resources as to the reasons for leaving and destination on leaving, and this is reported to the Trust Board periodically. Human Resources Managers/Advisers will advise Managers of any issues arising from the reports on a regular basis.

18. MONITORING AND REVIEW

- 18.1 The Director of Human and Corporate Resources will be responsible for monitoring the overall effectiveness of the Recruitment and Selection Policy and will keep it under regular review in consultation with the recognised Trade Unions.