

Recruitment Policy

HR Policy

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V4.0

**NHS fraud.
Spot it. Report it.
Together we stop it.**



Version control

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1. Policy Statement

- 1.1. The Recruitment Policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently.

2. Principles

- 2.1. In accordance with the Authority's Equality and Diversity policy, this procedure will not discriminate, either directly or indirectly, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation of any other personal characteristic.
- 2.2. The Organisation endeavours to be an equal opportunities employer and recognises the need for equality and diversity in the workplace and has therefore taken measures to ensure that any opportunity for discrimination during the recruitment process is minimised. Personal information is removed from application forms prior to short listing and is used for monitoring purposes only. The organisation are committed to ensuring that objective selection criteria are used, the decision making process is recorded and it can be demonstrated that appointments are made transparently and on merit.
- 2.3. Recruitment and selection is carried out in accordance with all relevant legislation.
- 2.4. The organisation requires that all employees require a standard DBS Check under the 'other workforce' provision and aligned to DBS Eligibility Criteria Section 15 which states "Any employment or other work in England or Wales concerned with:
a) the investigation of fraud, corruption or other unlawful activity affecting the national health service, or b) security management in the national health service, where "the national health service" means, in respect of England, the health service continued under section 1(1) of the National Health Service Act 2006 and, in respect of Wales, that continued under section 1(1) of the National Health Service (Wales) Act 2006.". The Organisation is committed to not discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information received. (See Recruitment of Ex-Offenders Section).
- 2.5. Data is held and destroyed in line with the General Data Protection Regulations.
- 2.6. The policy and procedure will be reviewed periodically by the Human Resource (HR) Provider and trade union giving due consideration to legislative changes.

3. Procedure

Identifying a Vacant Post

- 3.1. Before deciding to fill a vacancy and progressing to the next stage of the recruitment process there are a number of questions to be asked.
- Can the work itself be eliminated?
 - Can the work be absorbed by re-organising existing resources?
 - Is there still a job to be done?
 - Is it the same job as was done previously?
 - Will the job be permanent or temporary?
 - Can the vacancy be covered with a temporary secondment?
 - Is this one vacancy or can a single process be used to fill this and subsequent vacancies?
 - Are you recruiting solely to fill this particular post or are you looking for somebody with promotion potential?
- 3.2. Once it is clear that there is a vacancy, either on a permanent basis or temporarily, a business case must be submitted and presented before the SMT.

4. Ring Fencing

- 4.1. The 'ring fencing' of vacancies would normally only apply where certain jobs are at risk. Where managers are considering 'ring fencing' vacancies for any other reason they must consult with HR and the Trade Unions prior to doing so. Ring fencing must be aligned to the organisational change policy in all circumstances.

5. Compiling a Person Specification

- 5.1. Having established that a vacancy exists a person specification must then be completed for the post by the recruitment manager. If it is an existing post then the current specification must be reviewed and any necessary changes made.
- 5.2. The person specification defines the qualifications, skills, experience, and aptitudes etc. that are required by a person to fulfil the role. The criteria must be categorised as either essential (the minimum standards required to perform the job adequately) or desirable (the standards which will enable the person to perform the job more

effectively). The criteria used should be competency based to enable candidates to demonstrate at interview how they have used particular skills previously.

- 5.3. The person specification should be prepared in line with the Agenda for Change Guidance.
- 5.4. It is important that the criteria used in the person specification are completely justifiable in order to demonstrate that decisions are made solely on merit. Managers are invited to consult the HR Advisory Provider for recruitment advice.

6. Compiling a Job Description

- 6.1. Having established that a vacancy exists, a job description must then be completed for the post. If it is an existing post then the current job description must be reviewed and any necessary changes made.
- 6.2. All new job descriptions must be prepared and evaluated in line with the job evaluation framework. If any changes to current job descriptions are made, the role must be submitted to the OD Lead and a Trade Union Partner for decision as to whether the changes are significant enough for re-evaluation under the job evaluation framework of Agenda for Change.
- 6.3. The job description must summarise the role and responsibilities of the post in a concise and accurate way.

7. Advertising a Vacancy

- 7.1. All external adverts will automatically be advertised internally via the intranet and placed on the NHS jobs website (applicants are required to apply on-line).
- 7.2. Where a vacancy is to be advertised internally only details will be placed on the intranet.
- 7.3. Once the completed job description, person specification and appointment requisition form have been received, adverts will be prepared by the recruiting manager, taking into account advertising best practice and the requirement to avoid any discriminatory statements within the advert. The advert will then be sent through the authorisation chain checking and final approval.

Recruitment Process Timetable

- 8.1 The closing date for applications will be agreed by the recruiting officer following final approval of the advert.
- 8.2 A time table must also be drawn up to include:

- shortlisting date
 - interview date (allowing at least 5 days' notice for candidates)
 - testing arrangements and date (where applicable) Application Process
- 8.3 The Recruitment Pack for any external vacancy will be available via Trac. It will contain as a minimum a job description, person specification and general information relating to terms and conditions. Some vacancies may warrant further information, depending on the nature of the post.
- 8.4 A record of website "hits" for each post will be maintained by the HR Shared Service and is available on request.

9. Shortlisting

- 9.1 Shortlisting must be carried out in line with the pre-arranged timetable. A minimum of 2 people from the appropriate section/department must be involved in the short listing exercise, one of whom should be the recruiting manager.
- 9.2 Having assessed all candidates' against the essential and desirable criteria given in the person specification the short listing matrix must be completed fully and signed and dated by all officers who are involved in the shortlisting decision.
- 9.3 Recruiting Officers must be aware that in the event of a claim against the Organisation alleging discrimination or unfairness and in line with the General Data Protection Regulations all written comments can be disclosed.

10. Testing & Interviews

- 10.1 Testing can be used to supplement the recruitment process and enable the panel to make a better informed selection decision. Testing can take a number of different formats and can include giving candidates essay type questions to be completed prior to interview, asking candidates to do a presentation at interview and typing tests/in tray exercises or a combination of all such as an assessment centre. Testing may also be carried out via more formal methods such as psychometric testing. If psychometric testing is undertaken, they must be overseen by an accredited person.

Interviews

- 10.2 Interviews should normally be undertaken by a minimum of three people, the Panel should include section/department representatives who were involved in the shortlisting process and a representative from the HR Department (where appropriate). The officers who are involved in the recruitment process must be suitably trained.

- 10.3 The 'lead' Panel member will normally be the Recruiting Manager.
- 10.4 The questions to be asked by the Panel at the interview should be agreed beforehand and reflect the criteria in the person specification and also any technical aspects of the vacant post.
- 10.5 To avoid discrimination no reference should be made to the person's individual circumstances throughout the interview and the same basic questions should be asked of each candidate (although it is recognised that further probing questions may need to be asked in order to follow up particular issues).
- 10.6 The interview may be formal/informal depending on the nature/level of the post and may also incorporate alternative methods of assessment i.e. presentations.

11. Interview Assessment

- 11.1 Those involved in the interview should make notes throughout, and assess the applicant's suitability against the criteria on the person specification via their responses to the questions asked.
- 11.2 Once all candidates have been interviewed the panel members should discuss their individual assessments and come to a consensus over who is the best applicant.
- 11.3 The lead panel member will complete the interview assessment sheet which will be signed by all panel members.
- 11.4 The summary, shortlisting matrix and the application forms of all candidates will be retained by HR Shared Services for 12 months from the date of appointment as evidence of how the decision was made, and for feedback purposes.
- 11.5 In the case of internal candidates, the panel will nominate one of its members to contact all unsuccessful candidates and give feedback where requested.
- 11.6 The decision to appoint a candidate must only be made by the panel members. Where the panel is unable to agree which candidate should be appointed they should arrange a further assessment exercise (i.e. second interview, test, presentation etc.)
- 11.7 Where the panel is still unable to agree on the successful candidate, the recruiting manager (normally the line manager for the vacant position) will be responsible for making the final decision.
- 11.8 Paperwork relating to the successful applicant should be uploaded to TRAC. Paperwork relating to unsuccessful candidates should be retained by the hiring manager for 12 months. (It is appropriate to scan and keep paperwork electronically).

12. Appointments Procedure

- 12.1 Once the appointment decision has been agreed by the Panel, HR Shared Services will write to the individual with an offer of employment. Offers of employment must be made on condition of receipt of the following:
- Occupational Health Assessment
 - receipt of satisfactory references going back 3 years from date of offer letter, (external candidates only), receipt of references dating back 6 months (inter-NHS transfers only) or receipt of one satisfactory reference from the line manager (internal candidates only)
 - proof of right to work in the UK (external candidates only)
 - receipt of a satisfactory DBS check
 - proof of relevant qualifications
- 12.2 Successful candidates should be advised not to submit their resignation to their current employer (where appropriate) prior to all of the relevant checks being completed satisfactorily.
- 12.3 All new entrants and re-entrants to the Organisation will be engaged on a probationary period as detailed in the Probationary Review Policy.

13. Starting Salary and Incremental Dates

- 13.1 All new employees should be appointed at the bottom of their pay band
- 13.2 When an internal candidate is offered a job that is at a higher pay band, pay should be set at the minimum of the new pay band. However, if this would result in no increase either because the individual is receiving a bonus or recruitment and retention premium or because they are at the top of the band, the individual would go to the first pay point in the band which would result in an increase in pay.
- 13.3 Only in exceptional circumstances will a starting salary which is higher than the band entry point be agreed, this would normally be where posts is of such a specialist nature that the higher salary is necessary to secure the best candidate for the post. Such cases must be discussed with and authorised by the SMT prior to the salary offer being made.
- 13.4 When an internal candidate is offered a job that is at the same pay band as their current role, they would normally move across on the same pay point. Where an employee has been in receipt of a bonus payment in their current role, this may be

consolidated and a higher pay point offered. However, this will be no higher than the top point of the relevant pay band and no protection will be payable.

- 13.5 The pay step date for new employees will normally be the anniversary of their start date.
- 13.6 When an internal candidate is appointed, and they move up a pay band, their pay step date will change to the effective date of promotion.

14. Withdrawing an offer of employment

- 14.1 If, after careful consideration, it is decided to withdraw the provisional offer of employment the grounds for withdrawal must be very clear e.g. due to unsatisfactory references or other pre-employment checks and the offer of employment rescinded in writing. This decision must be made in conjunction with the HR Advisory provider.

15. Making Reasonable Adjustments

- 15.1 If a disabled candidate is selected for appointment, the need for reasonable adjustments to the role will need to be discussed with the individual concerned. Where it is agreed that reasonable adjustments need to be made this should be discussed with Occupational Health and the HR Advisory provider.
- 15.2 In order to establish what adjustments are required, and whether these adjustments are reasonable, the recruiting manager must complete the NHSCFA's disability pro forma with the candidate concerned.

16. Reserve Candidates

- 16.1 Where more than one candidate meets the selection criteria the Panel may decide to list second and third choice candidates. Where the first choice candidate is unable to take up employment, for any reason, the second candidate may be offered the position and so on. Reserves may be held for a period of 6 months and if there is the requirement to fill the same post during that period the reserve candidate may be offered the position without having to repeat the recruitment process.

17. Feedback

- 17.1 Verbal feedback should be made available to all applicants at all stages of the recruitment process. Feedback would normally be provided by one of the

shortlisting officers (at the shortlisting stage) and one of the interview panels (at the interview stage).

18. Complaints

- 18.1 If an applicant is unhappy with the outcome of their feedback, or any stage of the recruitment and selection process they can address their concerns, in writing, to the HR Advisory Provider.

19. Expenses

- 19.1 For candidates currently working in the NHS, travel costs will be reimbursed at the rate appropriate to their current entitlement.
- 19.2 For candidates not currently working in the NHS, travel by car will be reimbursed at the public transport rate. Rail travel should be standard class.
- 19.3 Overnight stays before an interview will only be allowed in exceptional circumstances and only with the pre-agreement of the recruiting manager. For candidates who withdraw their application or who refuse an offer of employment for reasons which seem inappropriate to the recruiting manager, expenses will not normally be reimbursed unless the manager is satisfied that the candidate would suffer real hardship as a result.

20. Recruiting Ex-Offenders

21. Policy Statement

- 21.1 The organisation is legally required as outlined within the DBS Eligibility Criteria to undertake a standard DBS Check for any employment or other work in England and Wales that is concerned with the investigation of fraud, corruption or other unlawful activity affecting the National Health Service, or security management in the National Health Service. This policy regarding the recruitment of ex-offenders and the handling, storage, security and disposal of Disclosure's should be made available to all applicants who are required to provide a Disclosure, at the beginning of the recruitment process.

22. Principles

- 22.1 This policy and procedure will be reviewed periodically by the HR Advisory Provider and trade unions. Where review is necessary due to legislative change this will happen immediately.

- 22.2 In accordance with the Authority's Equality and Diversity policy, this procedure will not discriminate, either directly or indirectly, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation of any other personal characteristic.

23. Recruiting Ex-Offenders

- 23.1 The organisation actively promotes equality of opportunity for all and welcomes applications from a wide range of candidates, including those with criminal records, as we select all candidates for interview based on their skills, qualifications and experience.
- 23.2 For those posts that require a Disclosure, all adverts, recruitment briefs and application forms will contain a statement indicating what level of Disclosure will be required in the event of an individual being offered a position.
- 23.3 Normally, the organisation will only ask for details of 'unspent' convictions as defined in the Rehabilitation of Offenders Act 1974. However, due to the nature of work involved the organisation reserves the right, if necessary, to ask details about an applicant's entire criminal record.
- 23.4 The organisation undertakes to discuss any matter revealed in a Disclosure with the person seeking employment, before withdrawing a conditional offer of employment. The organisation will conduct an interview to enable an open and measured discussion to take place regarding any offences or other matters that might be relevant to the position. It is intended that this discussion will enable the recruiting manager to gain all information required to make a fair and balanced decision. Potential employees should be given the opportunity to put their offence(s) into context and provide reassurance of their rehabilitation and how their circumstances and attitudes have changed. Failure to reveal information that is directly relevant to the position sought, could lead to the withdrawal of an offer of employment.
- 23.5 Having a criminal record will not necessarily bar a potential employee from working with the organisation. This will depend on the nature of the position and the circumstance and background of the offence(s) which will be judged on a case-by-case basis, assessing risk in relation to the nature of the role and discussing any concerns with the applicant. In all cases, the decision of the Senior Management Team will be final.

24. Security, Storage, Handling, Use, Retention and Disposal of Disclosures and Disclosure Information

- 24.1 The organisation complies fully with the DBS Code of Practice regarding the correct handling, use, storage, retention and disposal of Disclosures and Disclosure

information. It also complies fully with its obligations under the Data Protection Act and other relevant legislation pertaining to the safe handling, use, storage, retention and disposal of Disclosure information.

25. Storage, Access & Disposal

- 25.1 Disclosure information will be securely destroyed as soon as the relevant information has been noted. No Disclosure information will be kept on personal files and where a Disclosure needs to be kept due to a dispute or because additional information has been supplied, it will be kept separately and securely in a virtual hosted environment by the NHSBSA. Where a Disclosure has been kept, it will be securely destroyed once the dispute is resolved or a decision made regarding employment or at the latest after 6 months. Access to Disclosure information is strictly controlled and limited to those who are entitled to see it as part of their duties.
- 25.2 The organisation will not keep any photocopy or other image of the Disclosure or any copy or representation of the contents of a Disclosure. However, for record purposes only, the NHSCFA will keep the following information
- The name of the subject
 - The level of Disclosure requested
 - The position for which the Disclosure was requested
 - The unique reference number of the Disclosure
 - The date the Disclosure was issued
 - Details of the recruitment decision taken.

26. Handling

- 26.1 In accordance with section 124 of the Police Act 1997, Disclosure information is only passed to those who are authorised to receive it in the course of their duties.

27. Usage

- 27.1 Disclosure information is only used for the specific purpose for which it was requested and for which the applicant's full consent has been given. The organisation will comply with all recommendations from DBS on the proper use and safekeeping of disclosure information.

28. References

29. Policy Statement

- 29.1 This policy is designed to assist current employees who receive a reference request for former or current employees of the NHS Counter Fraud Authority
- 29.2 The policy and procedure will be reviewed periodically by the HR Advisory Provider and trade unions giving due consideration to legislative changes.
- 29.3 In accordance with the NHSCFA's Equality and Diversity Policy, in applying this policy the organisation and line managers will have due regard to eliminate unlawful discrimination, either directly or indirectly. The policy will promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

30. Principles

- 30.1 It is recommended that all references be provided by the HR Shared Service. However, if a manager wishes to provide a reference themselves, advice on the provision of a written or verbal reference regarding a current or former employee can be obtained from the HR Advisory Provider
- 30.2 Requests for a reference should be passed to bsa.hrqueries@nhsbsa.nhs.uk
- 30.3 The procedure below sets out guiding principles for manager provision of references and is not aligned to the HR Shared Service Policies or Standard Operating Procedures in relation to references.

31. Procedure

- 31.1 For the purposes of the General Data Protection Regulations, it will be assumed that the very fact that a reference request has been submitted is evidence that the individual has given their consent for the data to be released.
- 31.2 References should be given in writing, and it will be made clear in the reference that it is the organisation's policy to respond to reference requests giving factual information only.
- 31.3 Factual information will only be provided on the basis that it has been sought from the prospective employer and managers should not offer additional information if it

has not been requested. E.g. if the reference request does not seek information regarding an employee's disciplinary record, managers should not include this.

31.4 The factual information that may be provided includes:

- Dates of the employee's employment with the organisation;
- Reason for leaving the organisation (if applicable);
- The employee's job title;
- The employee's grade and salary;
- A brief description of the employee's key duties and level of responsibility or a copy of the job description;
- Whether or not any formal disciplinary warnings were issued in the last 12 months (or last 12 months of service for a former employee) but not the reason for the warning;
- Number of occasions of sickness absence and total number of days in the previous 12 months (or last 12 months of service for a former employee);
- Details of any statutory shared parental leave or statutory parental leave taken.

31.5 The person providing the reference must not provide any personal opinions about the individual's performance or conduct. All information given must be factual and, if challenged, Managers must be able to demonstrate the information supplied.

31.6 It is the responsibility of the person providing the reference to ensure that the information contained in the reference is true, accurate, fair and not misleading. Managers are invited to discuss references with the HR Advisory provider prior to submission.

31.7 The reference must be marked "private and confidential" and "for addressee only" and should be sent back directly to the requestor to maintain confidentiality.

31.8 Managers must include the following waiver in all references submitted. If the reference request involves the completion of a form rather than a typed letter, this waiver should be included in the 'Additional comments' section of the reference request:

"It is organisational policy to provide only a factual reference and the information provided in this reference is supplied in good faith and confidence. The author of the reference does not accept responsibility for any errors or omissions in the

information given, or for any loss or damage incurred from reliance on the information contained in the reference”

- 31.9 If the person who completes the reference receives an enquiry from the prospective employer about the reference, they must ensure that they do not go beyond the content of the reference in any further information provided. Any such enquiries should be dealt with in writing where possible in order to avoid any confusion and to maintain a record.
- 31.10 A copy of the reference provided should be submitted to the HR Shared Service for retention on the employee's electronic file.

32. Recruitment and Retention Premia

33. Policy Statement

- 33.1 The aim of the recruitment and retention premia policy is to ensure that the organisation remunerates all of its employees at a level at which recruitment and retention difficulties will not be encountered. This policy and procedure also takes full account of the arrangements for the policy as defined under the NHS Terms and Conditions of Service.
- 33.2 The policy and procedure will be reviewed periodically by the HR Advisory Provider and trade unions giving due consideration to legislative changes.
- 33.3 In accordance with the NHSCFA's Equality and Diversity Policy, in applying this policy the organisation and line managers will have due regard to eliminate unlawful discrimination, either directly or indirectly. The policy will promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

34. Definition and the Agenda for Change Context

- 34.1 The Agenda for Change Agreement provides for the application of a Recruitment and Retention Premium to either an individual post or a specific group of posts in clearly defined circumstances.
- 34.2 Recruitment and Retention Premia are payments that are in addition to the basic pay of an individual post or specific group of posts.

- 34.3 Part 2, Section 5, of the Agenda for Change Terms and Conditions Handbook defines these circumstances as “where market pressures would otherwise prevent the employer from being able to recruit staff to and retain staff in sufficient numbers for the posts concerned at the normal salary for a job of that weight”.
- 34.4 Recruitment and Retention Premia will be supplementary payments over and above the basic pay that the post holder receives by virtue of their position on their pay band, any high cost area supplements, or any payments for unsocial hours or on-call cover.
- 34.5 Recruitment and Retention Premia will apply to posts rather than to employees. Where an employee moves to a different post that does not attract a recruitment and retention premium, either within the same organisation or elsewhere in the NHS, their entitlement to any previous recruitment and retention premium will cease and pay protection will not apply.

35. Principles

- 35.1 This policy sets out the process by which Recruitment and Retention Premia will be agreed.
- 35.2 A recruitment and retention premium may be awarded on either a short-term or long- term basis, determined by principles outlined in the following paragraphs.

36. Short Term Premia

- 36.1 Short-term Recruitment and Retention Premia will apply where the labour market conditions giving rise to recruitment and retention problems are expected to be short- term and where the need for the premium is expected to disappear or reduce in the foreseeable future. Short term premia will normally be applied for a period of no longer than two years.
- 36.2 Application of short-term Recruitment and Retention Premia:
- may be awarded on a one-off basis or for a fixed-term
 - will be regularly reviewed (not less than annually)
 - may be withdrawn, or have the value adjusted, subject to a notice period of six months
 - will not be pensionable, or count for purposes of overtime, unsocial hours payments or any other payments linked to basic pay; and
 - will count towards the calculation of occupational sick pay.

37. Long Term Premia

- 37.1 Long-term Recruitment and Retention Premia will apply where the relevant labour market conditions are more deep-rooted and the need for the premium is not expected to vary significantly in the foreseeable future.
- 37.2 Application of long-term Recruitment and Retention Premia:
- will be awarded on a long-term basis
 - will be regularly reviewed, including the value (not less than annually)
 - may be withdrawn, or have the value adjusted, subject to a notice period of six months
 - may be awarded to new staff at a different value to that which applies to existing staff
 - will be pensionable, and will count for the purposes of overtime, unsocial hours payments and any other payments linked to basic pay; and
 - will count towards the calculation of occupational sick pay.
- 37.3 Both long-term and short-term Recruitment and Retention Premia will be expressed as cash sums and will be separately identifiable from basic pay, any high cost area supplement, and any other component of pay.
- 37.4 Locally awarded recruitment and retention premium for a given post shall not normally exceed 30% of basic salary. It will be the responsibility of the Organisation to ensure that any premia awarded locally do not normally result in payments in excess of this amount. In the event that, following review and subject to a 6 month notice period, the Recruitment and Retention Premia is withdrawn, pay protection arrangements will not apply.

38. Application of Local Recruitment and Retention Premia

- 38.1 To ensure consistency in the application of payment of Recruitment and Retention Premia the offer of a local Recruitment and Retention Premia should not be made without prior consultation with the Trades Union. The responsibility for ensuring this consultation is carried out lies with the HR Advisory Provider on notification from the Chief Executive Officer.

- 38.2 The application for the award of recruitment and retention premia can only be generated at senior manager (SMT) level.
- 38.3 The Chief Executive Officer will approve the application of premia based on recommendations by the HR Advisory Provider in a justification report.
- 38.4 The HR Advisory Provider will maintain a database of all recruitment and retention premia being paid within the Organisation, and will initiate a review of all premia at least annually and provide a report to the Senior Management Team.
- 38.5 The Organisation may use premia in two main ways; either through recruitment; or through a requirement to retain staff; based on the job within a locality or through a market shortage or a specific skill set, both of these may be applied in a long or short term capacity.

39. Recruitment

- 39.1 All vacancies should be advertised in line with the Recruitment Policy.
- 39.2 Where an advert has produced no suitable applicants the Recruiting Manager should, in consultation with the Senior Management Team, HR Advisory Provider and Trades Union representatives, consider the reasons for this. Account should be taken of the number of applicants, relevant national vacancy data and local labour market information, the media used and any non-pay improvements which could be made to the employment package (e.g. training opportunities), or any expected increase in the supply of staff suitable for the post.
- 39.3 If it may be reasonably assumed that a vacancy could be filled through, for example, advertising in different media or by waiting for an expected increase in supply (for example from new trainees) then it should be re-advertised.
- 39.4 Recruitment and retention premia will be considered in cases where it is proven that adjustments to non-pay benefits are unlikely to improve the situation and one or more of the following conditions apply:
- There are documented labour market shortages within a defined geographical area;
 - NHS employers locally have jointly agreed to pay supplements for designated posts and the Organisation needs to remain competitive in the recruitment market for equivalent posts;
 - There is a competitive non-NHS labour market where salary survey data indicates that enhancements to Agenda for Change evaluated pay rates would be required to attract and retain staff;

- Where there is consistent data showing high patterns of turnover, supported by exit interview data, indicating a direct link to dissatisfaction with pay levels.

39.5 However, if after due consideration of paragraphs 4.7 and 4.8 above, it is decided that the vacancy problem can be addressed most effectively only through payment of a recruitment and retention premium, management and the Trade Union should decide in partnership whether the problem is likely to be resolved in the foreseeable future (in which case any premium should be short-term) or whether it is likely to continue indefinitely (in which case any premium should be long-term).

40. Retention

40.1 Before consideration is given to payment of Recruitment and Retention Premia to ensure retention of staff, management should ensure non-pay benefits (e.g. training and development) are sufficiently developed. Where possible, local turnover rates should be compared with national rates. Regular analysis of exit interview data should be undertaken to assess how far pay is a factor in employees' decisions to leave the Organisation. The analysis of this information will be carried out on request by the HR Advisory Provider.

40.2 If it is decided that a retention problem can be addressed most effectively only through payment of a recruitment and retention premium, management in partnership with unison and the HR Advisory Provider, should decide whether the problem is likely to be resolved in the foreseeable future (in which case any premium should be short-term) or whether it is likely to continue indefinitely (in which case any premium should be long-term).

41. Review Process

41.1 The continued payment of premia to individuals or members of staff in a specific job type will be reviewed, not less than annually, by the Senior Management Team following appropriate consultation with Staff Side and the HR Advisory Provider.

41.2 The review process will cover:

- how far each premium has succeeded in facilitating recruitment or in stemming staff turnover;
- the likely impact on recruitment/retention if the premium were reduced or withdrawn;
- any change in the labour market circumstances;
- any relevant data from other NHS employers that employ similar groups of staff.

- 41.3 The review will consider for each individual or relevant job type whether the premium should be:
- withdrawn;
 - increased or reduced;
 - extended for a longer period.
- 41.4 The Senior Management Team shall approve the outcome of the review in light of the recommendations received.
- 41.5 Where a member of staff or group of employees is aggrieved by the failure to award Recruitment and Retention Premium; or a decision to withdraw a premium once awarded, normal grievance procedures will apply.