

RECRUITMENT & SELECTION POLICY

Approved by: **Executive Management Committee**

On: **21 July 2015**

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Corporate / Directorate **Corporate**

Clinical / Non Clinical **Non Clinical**

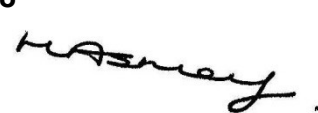
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Burton Hospitals NHS Foundation Trust

POLICY INDEX SHEET

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E & D Impact Assessed	EIA 276
Consulted	Executive Directors Associate Directors Department Heads Staff Side

REVIEW AND AMENDMENT LOG

Version	Type of change	Date	Description of Change
5	Amendment	14 June 2012	Minor amendment to the policy to reflect the changes to the new starter induction process
6	Amendment	18 April 2013	Minor amendment to the policy to reflect the establishment of the Disclosure and Barring Service
7	Amendment	June 2015	Minor amendment to comply with requirements of Safeguarding policies and procedures

RECRUITMENT AND SELECTION POLICY

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Burton Hospitals NHS Foundation Trust

RECRUITMENT AND SELECTION POLICY

1. POLICY BACKGROUND

Burton Hospitals NHS Foundation Trust acknowledges that appointing the right people to the right roles is vital to the success of the organisation. The Trust regards as essential not only the need to apply effective, efficient and fair procedures but also to ensure that all staff employed within the Trust undergo appropriate employment checks upon joining the organisation and thereafter. The Trust is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults (referred to as 'adults at risk' under the Care Act 2014).

2. POLICY OBJECTIVES

This Policy is based on the NHS Employment Check Standards and sets out the key principles of the Trust's approach to recruitment and selection, which are:-

- Commitment to equal opportunities in all Recruitment & Selection practices.
- Compliance with statutory requirements and the NHS Employment Check Standards.
- All members of the selection panel have been appropriately trained. As a minimum the Chairperson of the selection panel must have been trained in Recruitment & Selection and Equal Opportunities.

3. SCOPE OF THE POLICY

This Policy applies to all Trust appointments including temporary appointments, staff transferring internally and volunteers. This is with the exception of Medical and Dental Staff who are subject to nationally agreed processes.

4. DUTIES AND RESPONSIBILITIES

4.1 Director of Human Resources

The Director of Human Resources will be responsible for the implementation, review and monitoring of this Policy.

4.2 Appointing Managers

The Appointing Manager leading the recruitment will be required to ensure that:

- The Trust Recruitment and Selection procedure is followed.

- All documentation is fully completed and retained in accordance with Trust procedure and the Data Protection Act (1998).
- The Recruitment and Selection process observes the principles of equal opportunities.
- To seek expert advice where needed.

4.3 Appointments Panel

- To observe the principles of equal opportunities.
- To participate fully at all stages.

4.4 Human Resources

The Recruitment Department will action all Recruitment paperwork and undertake all employment checks on behalf of the Appointing Manager.

- The Recruitment Department will provide Recruitment and Selection training to Appointing Managers.
- All members of the Recruitment Department will undertake accredited Safer Recruitment training which has specific emphasis on safeguarding children.
- Occupational Health will undertake pre employment screening and advise managers on issues relevant to the applicant's ability/fitness to undertake the job.
- The HR Management Team will provide advice, guidance and support to the Appointing Manager as required.

4.5 Individuals

- Must fully comply with the requirements of the Trust in relation to undergoing the appropriate employment checks upon joining the organisation and thereafter.

5. PROCEDURAL REQUIREMENTS

- 5.1 The Trust's procedural requirements are set out in Appendix 1. These procedures should be applied whether it is a vacancy or a new post. Particular care must be taken when recruiting staff to work with children or vulnerable adults.
- 5.2 These arrangements require all posts to be open to competition, whether internal or external, unless there is a requirement to limit competition due to the redeployment of existing Trust/NHS employees or succession planning. Exceptionally where a post had been advertised previously and no appointment made, Directors may agree to an appointment without full competition. They must however ensure they are satisfied that equal opportunities principles will not be compromised.

6. VACANCY DETERMINATION

- 6.1 When a vacancy arises the post should be reviewed to establish whether or not the duties, responsibilities and functions of the job have changed since it was last advertised.
- 6.2 The vacancy should be looked at in the context of how it has arisen i.e. does it involve retirement, resignation or dismissal or is it the result of promotion, transfer or additional work requiring previously unavailable skills. By assessing this information the manager will be able to answer the following questions, which should be asked about each vacancy:
- What is the purpose of the post?
 - Is it still needed?
 - Could the duties be shared amongst other post holders?
 - Have the duties changed?
 - Will they be changing in the near future?
 - Does the post need to be filled immediately?
 - Are the vacant hours still required?
- 6.3 Where a change is proposed this needs to be done in line with the Trusts Organisational Change Policy.

7. RECRUITMENT

When the Appointing Manager has identified a need to recruit and the funding confirmed by Finance Department the following documents should be forwarded to the Recruitment Department:

- Job Description (electronic copy required)
- Person Specification (electronic copy required)
- Advert (electronic copy required)
- Advert requisition (signed hard copy required)

7.1 Job Description

- 7.1.1 The role to be advertised must normally have an Agenda for Change evaluated job description which defines the job purpose and highlights the key duties and responsibilities.
- 7.1.2 The Appointing Manager must ensure that the duties and responsibilities specified are based solely on the genuine requirements of the job.
- 7.1.3 The Job Description is not exhaustive and is seen as a guideline for the post. It may be reviewed and changed in discussion with the post holder. If any

significant changes are made to an existing Job Description this will be subject to re assessment by an Agenda for Change panel.

7.1.4 The Job Description should reflect the applicant's responsibility to safeguard and promote the welfare of children, young people and vulnerable adults.

7.1.5 All Job Descriptions must be in the Trust's standard format. A standard template is available from the Human Resources Department.

7.2 Person Specification

7.2.1 The role to be advertised will normally have an Agenda for Change evaluated Person Specification.

7.2.2 The Person Specification should list the essential and desirable skills, qualities and experience necessary for the safe and effective performance of the job.

7.2.3 The Person Specification is identified from the Job Description and should be used to plan the advertisement, the short listing process and selection methods.

7.2.4 The Person Specification criteria must be:

- Job related and justifiable
- Specific and measurable
- Consistent and can be applied equally to each candidate
- Non discriminatory either directly or indirectly

7.2.5 All Person Specifications must be in the Trust's standard format. A standard template is available from the Human Resources Department.

7.3 Advertising

7.3.1 Advertising will be arranged by the Recruitment Department only after receipt of all of the required information. Under no circumstances should appointing departments enter into advertising negotiations with external publishers without prior approval from the Recruitment Department.

7.3.2 It is essential that the advertisement is of the highest quality in order to attract the right calibre of applicants to the post. Information from the person specification and job description should be used when drafting advertisements thus ensuring continuity of requirements/criteria for selection purposes.

7.3.3 The advert should include a statement about the Trust's commitment to safeguarding children, young people and vulnerable adults and, where appropriate, should stress that a DBS check will be applied for.

7.3.4 All Advertisements must be in the Trust's standard format. A standard template is available from the Human Resources Department.

7.3.5 Advertisements must not be confined to specific geographical areas or publications which are likely to exclude or potentially reduce the numbers of applicants from a particular ethnic group or gender.

- 7.3.6 All external posts will automatically be advertised via the NHS Jobs Website which is linked to the Job Centre. Managers are encouraged to seek advice if necessary from the Human Resources Department on alternative appropriate media publications.
- 7.3.7 Vacancies advertised internally only (aimed at current employees of the Trust, Bank Staff and Volunteers) can be accessed via the Trust's Intranet Site. Where there is a need to ring fence a post for a group of staff within the Trust this will be communicated to these staff by their Line Manager.

8. SHORT LISTING

- 8.1 The composition and size of the short listing panel will be dependant on the nature of the vacant job. In every case the panel should normally include the departmental manager/supervisor. There should be at least two people on the panel and where possible all those involved in the recruitment process should participate in the short listing process.
- 8.2 All applications must be compared against the person specification and only applicants who meet all of the requirements rated as essential should be short-listed.
- 8.3 Late applications may be considered at the discretion of the Appointing Manager.
- 8.4 Applicants who have declared that they have a disability who meet the essential requirements of the person specification should be short-listed.
- 8.5 Where the number of applicants who meet the minimum requirements exceeds expectations, the desirable elements should be applied. Should this method fail to reduce suitable applicants to a manageable number then further advice should be sought from the Human Resources Management Team.
- 8.6 For each applicant a short listing record should be completed. The outcome records and applications for all unsuccessful applicants should be kept on file for 6 months by the Appointing Manager.
- 8.7 If an applicant has stated that they are related to another employee of the Trust, then it should be ensured that the relative plays no part in the recruitment and selection procedure.

9. ASSESSMENT METHODS

- 9.1 Most assessment processes will be subject to some form of interview. It is recommended that an interview panel should constitute a minimum of two people, at least one of whom has attended the Trust's Recruitment and Selection training.
- 9.2 Any gaps in employment history should be fully explored during the interview, as should the individual's commitment to safeguarding and promoting the welfare of children, young people and adults.
- 9.3 Other selection methods may also be applied which will be determined by the requirements of each individual role.
- 9.4 The Appointing Manager will be responsible for the administrative arrangements for all assessment processes i.e. booking a suitable venue.

10. DISABILITY DISCRIMINATION

- 10.1 Reasonable adjustments should be made during the recruitment process for candidates with disabilities.
- 10.2 The Equality Act (2010) provides that a disabled applicant is guaranteed an interview under the DDA, if they meet all of the essential criteria for the post. It also provides that reasonable adjustments may have to be made to meet the individual's needs and these may be in relation to hours, location and the duties of the post.

11. THE OFFER OF EMPLOYMENT

- 11.1 The successful candidate will normally be contacted by the Appointing Manager in accordance with arrangements made at interview. Written confirmation of the conditional offer of employment will then be sent by the Recruitment Department.
- 11.2 In consultation with the Human Resources Management Team the Appointing Manager is responsible for agreeing the candidates starting salary.
- 11.3 An agreed number of employment checks will be carried out upon appointment in line with the NHS Employment Check Standards. As a minimum these should include:
 - **Verification of identity checks**
No individual may commence work until the Trust is satisfied that their identity has been verified. If the Trust is unable to verify the identity of an applicant the offer of employment will be withdrawn.
 - **Right to work checks**
No individual may commence work until the Trust has confirmed that they have the right work in the United Kingdom. The Trust must assess the eligibility of an individual's right to work in the United Kingdom by verifying specified documentation. It is then the individual's responsibility to ensure

that he/she takes the appropriate action to renew the right to work and remain in the country. If an individual's right to work lapses, it is illegal for the Trust to continue to offer the work and as such their employment or work with the Trust will be terminated.

- **Reference checks**

References and application forms should be cross checked and recruiting managers must ensure that the employment history of all applicants is examined in detail and any gaps in employment are satisfactorily explained and evidenced where required. The Trust will obtain appropriate references for all new employees, which must cover a minimum of 3 years' continuous employment and/or training, including details of any gaps in service. The number of references may differ for each applicant depending on how many episodes of employment/training they have had during this period. The referee should be asked to comment on the applicant's suitability to work with vulnerable adults and children.

- **Professional registration and qualification checks**

Professional registration and qualifications required for the post (as defined in the person specification) will be checked and verified once. Original documentation will be required and copies retained on the personal file.

- **Occupational Health Screening**

All appointments will be subject to satisfactory health screening which will be carried out by the Occupational Health Department.

- **Disclosure and Barring Service (DBS) Checks**

All criminal record checks will be carried out in line with the Trust's DBS Policy. It is the applicant's responsibility to cover the cost of the DBS check.

- 11.4 Some of the above checks, i.e. professional registration, are subject to regular review and updating. It will be the responsibility of the employee to ensure that the appropriate information is provided in a timely manner as and when required.
- 11.5 Following interview, the successful candidate will be contacted by the Recruitment Department to agree a start date and arrange to bring in relevant documentation. The pre-employment checks then will be undertaken by the Recruitment Department and commencement in post is subject to satisfactory checks being obtained.
- 11.6 Should the results from the employment checks (excluding Occupational Health clearance) be suspicious, false or unobtainable the Human Resources Management team will be notified and appropriate action taken which may include contacting the Local Counter Fraud Specialist or withdrawal of an offer of employment.
- 11.7 The Recruitment Department will issue the 'Statement of Particulars of Terms and Conditions of Employment'. The Trust considers it good practice that this document is issued prior to commencement wherever possible to enable any queries to be resolved.

- 11.8 The Recruitment Department will complete a commencement form to notify the Trust's Payroll Provider of new starter details.
- 11.9 It is the overall responsibility of the Recruitment Department to ensure that all necessary recruitment documentation is issued and employment checks completed. Advice should be sought from the Human Resources Management Team if any difficulties are encountered.

12. INDUCTION

- 12.1 A relevant and planned induction is a valuable part of the recruitment process both for the Trust and the individual. It is vital that any new employee receives the help and support they need in order to settle into the new role as quickly as possible.
- 12.2 Managers should take all new employees through the departmental induction checklist which is available on the Learning and Development Intranet site. This checklist is designed to cover general issues relevant to most employees. It is the Appointing Manager's responsibility to ensure that any other local issues and procedures are covered and documented.
- 12.3 All new employees should attend the relevant organisational induction programme upon commencement. This will be organised by the Recruitment Department and it is the responsibility of the Appointing Manager to ensure that every new employee is given time to attend.
- 12.4 Any further mandatory training requirements should be agreed and completed within 30 days of commencement. Further information can be found within the Trust's Induction Policy.
- 12.5 It is the responsibility of the Appointing Manager to ensure that all new employees are provided with the relevant information and resources applicable to their new role at the earliest opportunity. This may include:
- Appropriate risk assessments undertaken
 - Name badge issued
 - Identity/Swipe card issued
 - Information and application forms provided regarding parking on Trust site (if applicable)
 - Arrangements made for collection of ESR Smartcard
 - Appropriate computer access authorised

13. TEMPORARY STAFF/EXTERNAL AGENCIES

- 13.1 All staff employed on a temporary basis or through external agencies should be under the control of the Temporary Bank Office within Human Resources Department.
- 13.2 The Temporary Bank Office will be responsible for monitoring/receiving assurances that all necessary employment checks have been carried out.
- 13.3 The exact nature of the checks required and frequency will be detailed within the Service Level Agreement for each agency.
- 13.4 At least annually the Temporary Bank Office will undertake a review to ensure that external agencies providing staff to the Trust are compliant with the relevant legislation and the NHS Employment Check Standards.

14. STAFF TRANSFERRING BETWEEN DEPARTMENTS (INTERNAL TRANSFERS)

- 14.1 Internal applicants will still be subject to the relevant employment checks and Appointing Managers and applicants must fully comply with this requirement.
- 14.2 The Mandatory Training requirements may differ when staff transfer between roles and departments. It is a requirement that any relevant training is completed within 30 days of commencement within the new position.

15. DATA PROTECTION

- 15.1 All information and documentation obtained during the recruitment and selection process must be dealt with and handled in compliance with the principles of the Data Protection Act (1998).
- 15.2 Information will only be obtained where it is essential to the recruitment procedure and employment checks will only be made after a provisional decision has been made on the successful applicant.
- 15.3 Clear, concise and relevant records should be completed during the selection process which evidences the decisions of the panel. These should remain with the Appointing Manager in case feedback is requested. All records for unsuccessful candidates must be retained by the Appointing Manager for 6 months and then confidentially destroyed. All records for successful candidates must be placed on the individual's personal file by the Appointing Manager once they have commenced in post.

16. FAILURE TO COMPLY WITH THIS POLICY

- 16.1 It is the responsibility of the Appointing Manager in conjunction with the Recruitment Department to ensure that the procedural requirements outlined are followed and all appropriate employment checks have been undertaken to a satisfactory level. An individual checklist should be completed for each candidate to ensure completion and monitoring of employment checks. If any issues are encountered then advice should immediately be sought from the HR Management Team. Failure to comply with the requirements of this policy may lead to disciplinary action.
- 16.2 Should any prospective employee fail to satisfy the procedural requirements and/or the employment checks further advice should be sought from the HR Management Team. In these circumstances an offer of employment may be withdrawn.
- 16.3 If the Trust receives any information regarding an employee that it was previously unaware of or had not been disclosed during the Recruitment and Selection process the Human Resources Management Team must immediately be contacted for advice. The manager in conjunction with the Human Resources Management Team will make an initial risk assessment of the issue in question and will determine the level of action that needs to be taken. Where a policy is already in place i.e. DBS Policy or Professional Registration Policy the process detailed within these documents should be followed. In cases that are deemed serious the Trust may need to investigate the issue formally and the processes outlined within the Trust's Disciplinary Policy should be followed.

17. POLICY EFFECTIVENESS

The effectiveness of this Policy will be measured in a number of ways:

- This procedure will be reviewed annually by the Human Resources department. An audit will be carried out each year to ensure compliance with the procedure including the types of employment checks undertaken.
- Monitored by independent internal audit.
- Findings from the audits will be submitted to the Director of Human Resources.
- If any deficiencies are identified during the audit, recommendations and action plans will be prepared to address the problems.

RECRUITMENT PROCESS

1	Post becomes vacant – Line Manager reviews the need to replace
2	If material change to post the job description with person specification should be sent to HR for matching/evaluation. <i>Please note that this does not form part of the recruitment process</i>
3	Documents sent to recruitment office (RO) electronically; advert text, job description, person specification and signed advert requisition.
4	RO check all paperwork and advise of any amendments required.
5	RO refer post to HR Managers for possible redeployments
6	RO advertise post for two weeks (unless otherwise agreed with RO)
7	Within 24 hours of post closing RO sends applications/links to Appointing Officer (AO) for shortlisting. Please note only part B of the online applications are sent for shortlisting
8	Notification to Recruitment of Interviews to be held form with list of shortlisted applicants sent to RO within 7 working days of shortlisting and at least 14 days minimum prior to interview.
9	RO invites shortlisted candidates by email/letter/ telephone within 48 hours of receipt of shortlist
10	RO sends panel memo and copies of applications (part A & B of online applications) to interview panel confirming dates and times of interviews
11	Panel interviews and agrees a prioritised list for appointment
12	Chair of panel telephones successful candidate and agrees terms and conditions
13	Chair of panel sends RO interview summary form. If Line Manager needs employee to start before DBS returned, risk assessment to be undertaken by Line Manager and completed on Interview summary form
14	Chair of panel telephones unsuccessful candidates and provides feedback where necessary
15	RO sends for written references on successful candidate
16	RO checks to ensure that preferred candidate is not on an Alert List
17	RO sends offer letter with relevant forms and also telephones successful candidate to agree a start date make an appointment to bring in required documentation
18	Successful candidate attends Recruitment Office appointment
19	RO complete necessary pre-employment checks i.e. Occupational Health, DBS, ID, Qualifications & Professional Registration
20	Pre-employment checks complete
21	RO prepare, check, sign and send contract of employment along with job description
22	Signed contract and job description received by RO before employee commences
23	RO book employee on to induction programmes and advise dates to Line Manager
24	Personnel file signed off including recruitment checklist and sent to Line Manager