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Frimley Health
NHS Foundation Trust

Policy and Procedure

Recruitment and Selection Policy and Procedure

Key Points

- This policy outlines the roles, responsibilities, processes and procedures to be followed in relation to the recruitment and selection of staff
- The aim of this policy is to provide clear principles and parameters for recruitment and selection. This policy applies for all substantive or bank staff, regardless of specialty or staff group.

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Document Type	Document Name
Trust Policy	Equality and Diversity Policy
Trust Policy	Probationary Period Policy
Trust Policy	Temporary Staffing Policy
Trust Policy	Working Time Regulations
Trust Policy	Disciplinary Policy
Trust Policy	Sickness & Absence Policy
Trust Policy	Protection of Vulnerable Groups Policy
Trust Policy	Professional Clinical Registration Policy
Trust Policy	Training & Education Policy
Trust Policy	Redundancy Policy

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1. INTRODUCTION

1.1. The recruitment and selection of staff plays a fundamental role in Frimley Health Foundation Trust's (the Trust) overall Human Resources Strategy and the fulfilment of business objectives.

1.2. In keeping with this, the Trust is committed to ensuring the highest professional standards in its recruitment and selection practices, reflecting best practice in the field and a concern for the customer care of all potential applicants and candidates.

1.3. The Trust is required to comply with UK and EU legislation that applies to employment in all our recruitment and selection activity.

1.4. Frimley Health NHS Foundation Trust is committed to the provision of a service that is fair, accessible and meets the needs of all individuals.

2. SCOPE OF THE POLICY

2.1. This policy applies to all substantive and temporary Trust staff, including bank staff, interims, self-employed contractors and volunteers.

2.2. The aim of this policy is to provide clear principles and parameters for recruiting and hiring staff.

2.3. It is intended that this document is used by the following people:

- Trust Board members
- Executive & Senior Management
- Line Managers / Recruiting Managers
- Human Resources & Organisational Development staff

3. DEFINITIONS

3.1. **AHP/HSS:** Allied Health Professionals / Health Science Service Staff (i.e., occupational therapist, physiotherapist, biomedical scientist, phlebotomist etc.).

3.2. **Bank:** the name given to the Trust pool of temporary bank workers.

3.3. **Electronic Staff Record (ESR):** a single, national system that enables a consistent approach to all aspects of staff administration: HR, payroll, recruitment, work structures, absence, learning management and talent management.

3.4. **Health Jobs UK:** Online recruitment service for the NHS. Provides an employers' list of vacancies and invites jobseekers to register.

3.5. **Managers:** budget holders / senior staff responsible for authorising the booking of flexible workers to required shifts.

3.6. **Medical:** doctors in training, consultants, specialty doctors, dentists.

3.7. **Multi-Post Holder (MPH):** a substantive staff member who also works via the bank.

3.8. **NHS Employment Check Standards:** mandatory checks employers must carry out in the appointment, and ongoing employment, of all individuals in the NHS. These Standards include checks that are required by law and Department of Health policy.

3.9. **NHS Jobs;** Online recruitment service for the NHS. Provides an employers' list of vacancies and invites jobseekers to register.

3.10. **Non-Medical, Non-Clinical:** Senior Managers, Managers, Admin & Clerical Workers, Estates & Ancillary Workers, Professional Services Workers.

3.11. **Nursing**: Qualified and Unqualified nursing workforce (nurses, midwives, health care assistants).

3.12. **Substantive Staff:** staff permanently employed by the Trust.

3.13. **Temporary Worker:** a flexible worker working for a bank or agency, a locum, interim or self-employed contractor.

3.14. **TempRE / STAFFflow:** online booking system for medical locums.

3.15. **TRAC Recruitment System:** The Trust has in place a recruitment system called TRAC which is used to manage the recruitment process across all Staff Groups. The TRAC recruitment system uses both Health Jobs UK and NHS Jobs to advertise job roles. Further guidance on TRAC can be found on the Trust intranet.

3.16. **Working Time Regulations (WTR):** may also be referred to as European Working Time Directive (EWTD). The WTR states that employees must not work an average of more than 48 hours a week, as calculated over a 17 week reference period.

4. PURPOSE

4.1. The aim of this policy is to outline the overriding principles and standards applicable to all recruitment and selection undertaken by the Trust, and to ensure that these are applied consistently and fairly.

4.2. The aim of this procedure is to detail the standard process to be followed during all recruitment and selection undertaken by the Trust and provide guidance to all those involved in the recruitment and selection process.

4.3. This policy and procedure, unless otherwise specified, will apply to the recruitment and selection of all staff within the Trust. All staff includes temporary and bank staff (defined in the Temporary Staffing Policy).

5. POLICY

5.1. Recruitment and selection practices will be conducted professionally, in accordance with current legislation and aligned with and promoting the vision and values of the Trust.

5.2. All recruitment and selection practices will be applied equitably and consistently throughout the Trust.

5.3. Any employees at risk due to ill health or redundancy within the Trust will be considered for suitable alternative vacancies before other applicants.

5.4. The Trust will support internal promotion in support of staff development policies.

5.5. Where appropriate the use of corporately agreed initiatives will be made to both recruit and retain staff.

5.6. Managers participating in the recruitment and selection process will have been offered appropriate training and be aware of changing recruitment practices

5.7. All medical, locum and board appointments will be in accordance with the NHS Executive guidance.

5.8. Members of the Board and managers must not canvass selection panels for the appointment of particular candidates who are known personally or related to them either directly or indirectly (if they do, the selection panel shall disqualify the candidate from being appointed). Canvassing is defined as soliciting or putting pressure on others for their appointment – this does not prevent managers from introducing possible candidates and does not prevent informal discussions taking place between an applicant and a manager.

Business references are always sought in the first instance and references from managers are considered if there are no Business references available

5.9. It is the responsibility of any member of staff involved in selection interviews to inform their manager if any relationship exists between themselves and a candidate for appointment. Trust Board members and senior officers should disclose to the Trust Board any relationship between themselves and a candidate for appointment of which they are aware.

5.10. Direct Hire / Paper (off-line) applications / CV's; as a general principle all recruitment activity must be processed via the TRAC recruitment systems however in exceptional circumstances candidates may be recruited to a position without applying via a formal vacancy / advertisement. Examples include recruiting candidates via an external recruitment agency, hiring temporary staff to substantive positions, recruiting students from career fairs and TUPE transfers.

5.11. Use of the standard recruitment process is mandatory. Any requests to deviate from this policy must be authorised by the ADoR/HoMS before proceeding

5.12. **Time to Hire**: The TRAC recruitment system generates reports which allows for the monitoring of time taken to complete various recruitment activities, for instance 'time to hire'. It is recognised that decreasing the overall 'time to hire' is important in order to be able to both attract and recruit the best candidates as well as achieving low vacancy rates (preventing the use of agency staff). Appendix A details a breakdown of recruitment activity with target completion dates. Time to hire is influenced by a variety of factors outside of the Trusts control such as; notice periods, processing of right to work and DBS documentation and delays receiving references. As a general principle the Trust will aim to complete pre-employment checks within a three week period (15 working days) although it is accepted that this may not always be possible.

5.13. **Short-listing**
Short-listing must be fair and equitable and must not, either directly or indirectly, discriminate against any applicant on the grounds of gender, ethnicity, age, disability, race, sexual orientation, religion etc., in accordance with the Trust's Policy on Equality and Diversity.

5.14. **Short-listing Disabled Applicants** Any disabled applicant who meets the minimum essential criteria must be short-listed. An applicant's disability will not be disclosed to the panel until after short-listing has taken place. If not short-listed, the HR Business Partner/Recruitment Adviser will contact the Chair of the panel to discuss whether or not the disabled applicant meets the minimum essential criteria.

5.15. **All interviews** will be conducted by at least two individuals of appropriate seniority. The number of interviewers should be appropriate to the level of post being recruited. For more senior and speciality posts more than two interviewers may be necessary. For medical staff appropriate NHSE guidance should be followed. Managers must not sit on interview panels to interview family members, friends, or anyone who has stated on the application form that they know them. Managers are responsible for booking an interview room, arranging an interview panel and printing off the interview pack

5.16. **Interview Expenses** are not automatically offered to candidates. Managers have the discretion to pay interview expenses for candidates attending interviews, and any decision must be fair and reasonable. Reasonable expenses are normally seen as either second class rail travel, or the current Trust mileage rate. There is no central budget for interview expenses and so all expenses are borne by the manager's own budgets. Managers are responsible for processing and authorising claims.

6. DUTIES/ORGANISATIONAL STRUCTURE

The responsibilities of the HR Department in the recruitment and selection of staff are:

6.1. To provide an effective recruitment administration service within agreed timescales and which is of the highest possible quality.

6.2. To provide advice on the most appropriate channels to source candidates.

6.3. To provide advice on appropriate assessment and selection methods for the different levels of post

6.4. To ensure that all pre-employment checks have been carried out in accordance with the agreed procedures.

6.5. To check that prospective employees are not listed as having an alert letter.

6.6. To provide expert advice and guidance to managers on the recruitment and selection process and best practice, including advice on employment law.

6.7. To provide advice and guidance on making reasonable adjustments to recruit and retain people with disabilities.

6.8. To provide training opportunities to managers on recruitment and selection.

6.9. To provide training on the use of the TRAC recruitment system

6.10. To report to managers and the Trust Board on the effectiveness of recruitment and selection processes.

6.11. To participate in interview panels as appropriate e.g. where there are internal candidates, for more senior posts or to support a new manager interviewing.

6.12. To ensure that best practice and quality controls are followed. The HR department reserves the right to intervene in the recruitment process, where it is felt that the Trust may be put in a position of liability.

The responsibilities of the Recruiting Manager in the recruitment and selection of staff are:

6.13. To attend appropriate recruitment training (and refresher training) if and when required

6.14. To conduct the recruitment and selection process in a timely manner and in accordance with the Trust's policies and procedures, good employment practice and relevant employment legislation.

6.15. To take responsibility for leading the recruitment process including chairing the selection panel and ensuring that all the relevant documentation is completed and signed as appropriate throughout the pre-advertisement, shortlist and interview stages.

7. RAISING AWARENESS / IMPLEMENTATION / TRAINING

7.1. This policy will be available to all staff and it will be communicated through the policies and procedures section on the Trust's Intranet. If staff do not have access to the Intranet, they should contact the Human Resources department.

7.2. A notice will be placed on the Trust intranet informing staff of this policy.

8. MONITORING COMPLIANCE OF POLICY & PROCEDURE

8.1. This document will be reviewed every three years, taking into account any national or legislative changes which affect the process.

8.2. Responsibility for reviewing this document will lie with the Human Resources Department, with the Workforce Committee as the responsible committee.

8.3. Compliance with the policy will be monitored by way of annual HR audits, undertaken by the internal and/or external auditors for the Trust.

8.4. Non-compliance of this policy will be investigated and this may lead to disciplinary action being taken.

9. REFERENCE

NHS Employers (2017) *NHS Employment Check*

10. EQUALITY IMPACT ASSESSMENT

This policy has been subject to an Equality Impact Assessment and is not anticipated to have an adverse impact on any group.

11. LIST OF APPENDICES

Appendix	1.	Resourcing Service: Key Performance Indicators
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Appendix	6.	Pre-Employment Checks

RECRUITMENT AND SELECTION PROCEDURE

1. RECRUITMENT PREPARATION / AUTHORISATION

1.1 Job Description

1.1.1 Prior to recruitment to an identified vacancy, recruiting managers must ensure that the job description is up to date, in the correct Trust format, reflective of the key roles and responsibilities of the role and that the person specification underpins these appropriately. All new posts and posts that have changed sufficiently in responsibility will be evaluated using the National Terms and Conditions of Services, Agenda for Change (2004) Job Evaluation process.

1.1.2 Posts may be advertised 'subject to banding' if necessary and in agreement with the relevant HR Business Partner.

1.1.3 For guidance on how to construct a job description and person specification please see Appendix 2 & 3 for further guidance.

1.2 Vacancy / Recruitment Authorisation

1.2.1 Recruiting managers will be required to complete the vacancy authorisation request on the TRAC recruitment system and attach the relevant job description and person specification. It is the recruiting manager's responsibility to ensure that all necessary approvals are gained prior to recruitment taking place. The relevant Finance Business Accountant will be required to authorise the recruitment prior to the post being advertised.

1.2.2 There may be scenarios where an 'authorisation to recruit form' is not required (e.g. rolling adverts and international recruitment) however approval will need to be sought by the Assistant Director of Resourcing / Head of Medical Workforce in these instances.

1.3 Advertising a post

1.3.1 All adverts must be in the Trust's standard format (see Appendix 4) and entered on the TRAC recruitment system. Vacancies will normally be advertised on the TRAC recruitment system for a period of at least two weeks however the Trust reserves the right to close jobs early should there be a high number of applicants for the role.

1.3.2 Managers will be asked to specify on the request to recruit form whether they wish to advertise a vacancy internally or externally. Other local or national publications may be used including specialist recruitment agencies, dependent on the seniority and specialism of the role and confirmation that the funding can be taken from the local departmental budget.

1.3.3 Setting shortlisting criteria – it is a requirement of the recruiting manager to set the shortlisting criteria for the role before the post is advertised and this will be based on the job description and person specification. The Trust recommends a shortlisting scoring system of 0 = do not meet criteria, 1 = partially meets criteria and 2 = meets or exceeds criteria. Further guidance can be found on https://admin.trac.jobs/userguide/25919537.html

1.4 Redeployment Register

1.4.1 Staff at risk of redundancy will be placed on a redeployment register and will be given the opportunity to apply for roles prior to advertising. Further guidance should be sought from the relevant HR Business Partner.

1.5 TUPE Transfer

1.5.1 Although an individual's terms and conditions transfer under the protection of TUPE rights, the Trust is required to obtain written assurances which verify that the previous employer has carried out relevant checks in compliance with the NHS Employment Check Standards. Where such assurances cannot be sought, then additional checks may be required.

1.5.2 In all cases the Trust will undertake identity checks for staff (normally within 60 days of the transfer) who TUPE into the Trust in order to ensure that individuals both have the right to remain and work in the UK and meet DBS requirements. Further guidance should be sought from the relevant HR Business Partner.

1.6 Secondments / Acting Up

1.6.1 Where there is no nominated deputy or other arrangements are not being made to cover a vacancy, then the vacancy may be advertised as a secondment or acting up via the TRAC recruitment system or if preferable an 'expression of interest' may be used to offer the role to relevant employees (this must be used in a fair transparent way). Before applicants can apply they must have the permission of their Line Manager.

1.6.1 Line Managers are encouraged to release employees for secondment opportunities wherever possible, but this decision must be based on the needs of the service.

2. SHORTLISTING / INTERVIEW / OUTCOME

2.1.1 Short-listing

Applications should be reviewed against the shortlisting criteria set by the appointing manager and using the rapid shortlisting function on TRAC. Once the applicants have been reviewed, the short-listing manager must record on TRAC whether the applicant is invited to interview or move to "rejected" and must provide the reason why.

2.1.2 As best practice, the Trust will endeavour to contact all unsuccessful applicants to inform them that they have not been successful at the shortlisting stage. Internal applicants who are unsuccessful should be offered feedback on the application by a member of the selection panel.

2.1.3 The short-listing panel are required to move the successful candidates through to the interview stage on TRAC and provide information on the arrangements for the interview (interviewers, location, timings, special arrangements for tests etc.). Short listed applicants will be invited to interview via TRAC. The interviewees should normally be given at least one week's notice of the interview date. Managers must ensure that they obtain a complete employment history and check all dates on the application form to make sure there is a full employment history, covering a period of at least five years, since the applicant left school (dates when they left school can be ascertained from the qualification section on the application form).

2.2 Interviewing

The interview panel are required to prepare interview questions prior to the interview and ensure they are reflective of the job description and person specification, will assess the skills the role is requiring and do not discriminate in any way.

The interview panel must ensure they conduct the interview in a fair and professional manner, adopt a consistent manner with each candidate and do not directly or indirectly discriminate against any candidate.

2.2.1 Each interviewing manager must fully complete the candidate assessment form confirming the panel's joint view and assessment against the person specification and the reasons for the selection decision. The form, along with other relevant recruitment paperwork (including interview notes and assessment scores), must be returned to the relevant HR Administrator (via internal post or 'scan and email') no later than two working days after the interview.

2.2.2 As per best practice, it is the responsibility of the recruiting manager (or a panel member) to contact the unsuccessful candidates, and where practical, allow candidates the opportunity to receive feedback. The interview panel should always offer internal candidates feedback on their application. The information provided on the candidate assessment forms will be necessary for managers to provide any feedback to candidates and if necessary, to substantiate selection decisions. It is also necessary to hold an accurate record of the candidate's performance at interview, to safeguard the Trust in the event of a claim against the manager or the Trust.

2.2.3 Recruiting managers should use the TRAC system to move successful candidates to the offer stage and confirm the conditions of the offer recruiting managers also need to move the unsuccessful candidates to the appropriate section and give the reason why. Recruiting manager should be mindful that the employee and an employment tribunal could have access to all the interview notes.

3. CONDITIONAL OFFER OF EMPLOYMENT

3.1 The recruiting manager is responsible for contacting the successful applicant to verbally offer the position 'subject to satisfactory pre-employment checks.'

3.2 Managers should confirm NHS salary information with the appointed candidate. Substantive employees will normally be appointed to the minimum of the salary scale unless they have previous relevant experience. NHS applicants moving in the same role and pay band would normally retain their existing salary subject to confirmation of previous service. NHS applicants who are promoted would commence on the minimum of the salary scale or if this would result in no pay increase the first pay point in the band which would give an increase in pay. Managers should consult with their HR Business Partner if they are unclear of Agenda for Change or Trust terms and conditions of employment or wish offer a different salary.

3.3 Senior Management / Specialist Roles (Band 7+)

3.3.1 It is recognised that candidates recruited to senior positions will normally be required to work long notice periods with their current employer before joining the Trust. In order to reduce the 'time to hire', candidates applying for senior/specialist roles at Bands 7 and above will be sent an offer of employment which is not subject to the successful completion of pre- employment checks. Instead, candidates will be advised to give notice to their current employer and book a start date with the Trust immediately (the minimum time period between the offer letter and start date should be at least two weeks in order for the Trust to carry out employment checks). Candidates will be asked to declare any factors which may jeopardise the successful completion of their pre-employment checks including;

- Criminal convictions which would be identified in a DBS check (if relevant for the role).
- Issues of performance, capability or conduct which may be highlighted in an employer reference.
- Details of any prolonged episodes of sickness absence which may be highlighted in an employer reference.

3.3.2 Following receipt of the declaration the Trust will inform the candidate that it reserves the right to withdraw their offer of employment at any time should the pre-employment checks not be completed to a satisfactory standard. All pre-employment checks must be completed prior to the candidate starting with the Trust unless prior agreement is given by with the Assistant Director of Resourcing / Head of Medical Staffing.

4. PRE – EMPLOYMENT CHECKS

4.1 Offers of employment are subject to certain pre-employment checks. See Appendix 6 for detailed breakdown. The HR department will carry out all necessary pre-employment checks. The checks required may vary dependent on the post to be undertaken and whether the individual is an external or internal applicant.

4.2 Unless otherwise stated, and approved by the HR department, candidates will not normally be able to start work until these checks have been completed satisfactorily. If there is an urgent need to employ someone quickly, the offer of employment will be provisional and conditional on the satisfactory outcome of these checks (approval must be sought from Assistant Director of Resourcing / Head of Medical Staffing). If the required employment checks are not completed to a satisfactory standard, the offer of employment will be withdrawn.

4.3 **Withdrawing an offer of employment.** Offers of employment may be withdrawn if a candidate fails to satisfy the pre-employment checks, is dishonest or fails to disclose any cautions, warnings, reprimands or convictions or fails to start within a reasonable time frame. Recruiting managers must consult with the relevant HR Business Partner when considering withdrawing an offer of employment. Once the request to rescind an offer of employment has been agreed, the recruiting manager will contact the candidate directly to advise them and the reasons why. This will normally be followed up with a confirmatory letter from HR. On the rare occasion that an individual has commenced employment on a conditional basis subject to the completion of pre-employment checks, the manager will be notified and the appropriate action taken to terminate the employee's employment with the appropriate notice.

5. STARTING PROCESS

5.1 **Unconditional Offer letter** following the successful completion of pre-employment checks the HR Administrator will (via TRAC) will send the candidate a letter confirming they have been successfully completed the successful completion of pre-employment checks. The candidate is then instructed to contact the HR Administrator to confirm a start date (will normally be the 1st Day of induction.

5.2 **Statement of Main Terms and Conditions** At least five working days prior to the proposed start date, the HR department will email the new starter a starter pack. Amongst other items this will include two copies of the Main Statement of Terms and Conditions of Service and a New Starter Form.

5.3 **Induction** should be carried out in line with the Trust's Induction Guidelines. All new staff must attend the Trust's Corporate Induction, unless there are exceptional circumstances agreed with the manager. Managers must undertake a full induction as outlined in the Trust's Induction Procedure.

5.4 **Documentation** the HR department will retain all information relating to recruitment activity for a period of six months after completion of the selection process. Documentation relating to the successful candidate will form part of their personnel file. Recruiting managers must forward all documentation from the selection process to the HR department, including but not limited to, the interview notes for all applicants and application forms etc. To ensure the Trust meets its obligations as an employer, evidence of checks undertaken on prospective employees will be retained on the personnel file for each individual. This includes copying and countersigning the relevant pages of passports.

5.5 **Recruitment incentives** - Where the Trust is experiencing difficulties in recruiting to particular posts, consideration will be given to offering incentives to better attract candidates e g Refer a friend scheme or a Golden Hello payment etc. Consideration will be given where the posts have been advertised externally in quick succession over a two month period and there have been insufficient candidates recruited. Agreement should be sought from Assistant Director of Resourcing / Head of Medical Staffing to offer the incentive. HR will hold the information on the amounts payable under each scheme and the arrangements surrounding them. The additional costs of these incentives must be agreed by the budget holder for the local Department as they will be taken out of this budget. The exception to this is if there is an agreed and set corporate campaign for particular posts, funding has been agreed through the exec team, via the Director of HR and Corporate Services. The information on the scheme will be attached to the advert. It will also be added as an addendum to the contract of employment as any payment made to a successful candidate will be subject to repayment if the candidate leaves within a set period. Normally recruitment schemes will have a 'payback clause' which is dependent on length of service.

6. INTERNATIONAL RECRUITMENT

Where there is a need to recruit for clinical posts internationally, the following will apply.

6.1 Corporate Campaigns. In the event that there are a significantly high number of vacancies within a clinical area and an overseas recruitment campaign would resolve the issue, the manager will approach their AD/chief of Service to gain initial approval to explore this option further. The recruiting manager will contact the Deputy Head of Resourcing for advice on recruitment in the EU and outside the EU. For doctors/consultants, the manager should contact the Head of Medical Staffing. The Trust will link into a relevant supplier framework and normal practice would be to go out to tender depending on the number of vacancies and cost involved. The Deputy Head of Resourcing will work in conjunction with the Manager to write a brief paper (with details of the potential/approximate cost) to go to the executive team, via the Director of HR and Corporate Services, for approval of the financial investment involved. This approval must be obtained before the tending process starts.

6.2 To recruit a small cohort of candidates against hard to recruit posts the manager must contact the Deputy Head of Resourcing/Head of Medical staffing for advice on the way forward.

6.3 Where there are International candidates who have applied directly to the Trust via an advert on the Website and these are at offer stage, the manager should contact the HR department/Deputy Head of Resourcing for advice on the next steps in order to ensure that the applicant will meet the professional registration/immigration requirements.

6.4 A standard package of benefits has been agreed for overseas applicants in nursing where there is an on-going severe skills shortage. For any other clinical groups where there is a shortage and for applicants joining the Trust via points 11.2 and 11.3, the benefits package will need to be confirmed against the standard one. The funding will come from the local departmental budget and the expenditure will need to be agreed by the AD/Chief of Service in advance of any advertising.

6.5 For any non-clinical posts where the inability to recruit is causing serious operational difficulties, the Trust will consider the potential to recruit overseas in conjunction with the processes outlined for clinical posts.

6.6 Where any Labour Market Residence Test is required for a post prior to appointing a candidate from overseas, the recruiting manager must have ensured that any UK national candidate has been thoroughly assessed and that there are comprehensive notes on why they have not been selected for the post. This information must be given to the HR Department who will retain it, for use in any inspections carried out under the Trusts sponsorship licence by the UK Visa and Immigration Department.

6.7 Pre-employment checks will be completed in accordance with the procedures for UK based recruits as far as reasonably practicable. In view of location, the Occupational health appointment will be carried out ASAP once the candidate has arrived in the UK.

6.8 On-boarding. The start date will be agreed with the candidate(s) in conjunction with the Manager and HR once the pre-employment checks have been cleared. A mini induction will be organised for the new starter(s) to include elements such as opening a bank account etc. prior to them attending the corporate induction. This will be arranged by HR and supported by the Department on candidate(s) arrival. The registration process for the professional body will have been established through the advice given in points 11.1 to 11.4 above. The recruiting manager will agree with HR on who makes any of the necessary arrangements so that the Trust is compliant with the requirements of the regulatory bodies concerned

7. MONITORING COMPLIANCE OF PROCEDURE

7.1 The HR department will maintain a record on ESR and TRAC of job applicants and successful candidates. This information will be reported on for equality and diversity monitoring requirements on an annual basis to the Trust Board.

7.2. The Deputy Head of Resourcing/Recruitment Advisor will on an annual basis undertake a check on 40 randomly selected new starter files each year for new and bank starters spread through the year and from different staff groups, to ensure the six pre-employment checks are being carried out. This report will be produced in September for the Director of HR and Corporate Services by the Assistant Director of Resourcing/Deputy Head of Resourcing. An action plan will be developed when the monitoring report has identified any shortfalls and this will be monitored by the Assistant Director of Resourcing.

7.3. This policy will be reviewed 5 years after the date of implementation or sooner if new legislation or guidance is introduced.

8. EQUALITY IMPACT ASSESSMENT

8.1. The users of the policy will take into account their statutory duty to promote equality and human rights and act lawfully within current equality legislation and guidance.

8.2. This policy has been subject to an Equality Impact Assessment and is not anticipated to have an adverse impact on any group. The Trust will continue to monitor its effectiveness and will assess again if negative impact is identified or at the review date.

9. REFERENCES AND RELATED GUIDANCE

- Health Professionals Council (2009) Standards of Education & Training
- Equality Act 2006
- Asylum and Immigration Act
- Data Protection Act
- Agency Worker Regulations (2010)
- Equality and Diversity Policy
- Standards of Business Conduct Policy
- Temporary Staff Policy (Agency, Bank and Locum staff)
- Secondment Policy and Procedure
- Protection of Children and Vulnerable Adults (CRB) Policy
- Employee Registration Policy
- Induction Policy
- NHS Employer guidance on recruitment and retention
- Agenda for Change National Terms and Conditions of Service

APPENDIX 1: RESOURCING SERVICE: KEY PERFORMANCE INDICATORS

Task	Responsibility	Responsibility	Completion Target Date
Request to Recruit	Complete TRAC vacancy authorisation request : Include job description, person specification and draft advertisement and send for authorisation	Recruiting Manager	NA
	Authorisation to Recruitment from Finance	Finance Business Accountant	4 working days
	Advertise post	HR Administrator	2 working days from the date of approval
Short-listing	Shortlisting on TRAC	Recruiting Manager	4 working days from the date the advert closed
	Rejection notification sent to unsuccessful candidates on TRAC	HR Administrator	2 working days of shortlisting completed
Interviewing	Shortlisted candidates invited to interview via TRAC	HR Administrator	1 working day from shortlisting completed
	Interview schedule and pack sent to interview panel via TRAC.	HR Administrator	1 working day prior to interview
Offers of employment	Successful candidate verbally offered role and successful candidates also contacted	Recruiting Manager	2 days from interview
	Updates TRAC and returns recruitment paperwork (including candidates assessment form) to HR department	Recruiting Manager	2 days from interview
	Conditional offer of employment sent via TRAC (Band 7+ posts receive unconditional offer)	HR Administrator	1 working day from TRAC being updated.
Pre-employment checks carried out	Candidate invited to pre-employment check (if required)	HR Administrator	
	References Requested	HR Administrator	
Unconditional offer letter	Send Unconditional letter	HR Administrator	Aim to complete within 2 weeks (10 working day) of offer letter being sent
	Statement of Terms and Conditions (contract of employment)	HR Administrator	At least five working days prior to the proposed start date
Induction/Probation:	Induction checklist completed and returned to Training Department	Recruiting manager	At end of 6 month probationary period
	Appraisal During Probationary Period Form completed with employee and returned to HR Department	Recruiting manager	At least 14 days before end of the specified probationary period.

APPENDIX 2: A GUIDE TO WRITING JOB DESCRIPTIONS

What is a Job Description?
A job description is an accurate formal representation of the main duties and responsibilities of the post. It should be comprehensive but not include every minute detail.

What is its purpose?
It should clarify the post holder's accountabilities and communicate the organisation's expectations. It should describe where the job fits in the organisation and show the boundaries of the post holder's authority and discretion. It should outline concisely what the post holder is expected to achieve.

Gathering information
In order to write the job description you should gather together all the information about the job in question. This may include looking at existing job descriptions, talking to leavers during exit interview, and observing the current post holder in action

Collating information
Review the tasks and decide what should be deleted and what included. If an existing post is being substantially changed then line managers must consult with their HR business partner on the need to re-evaluate the AfC banding of the post prior to recruitment.

All new posts should be submitted to the HR Department for banding through the NHS Job Evaluation Scheme prior to starting the recruitment process.

Categories in the Job Description
For the Trust these are as follows

- Job Title
- Band
- Department – you may wish to append an organisation chart which includes the job titles, but not the band, of current staff showing how the post fits into the structure.
- Responsible to: job title of the line manager to whom the post holder will directly report
- Responsible for: (supervisory JD only) job titles and bands of any staff who report directly to the post holder
- Working Relationships
- Internal: job titles of staff or names of departments with whom the post holder is regularly in contact within the organisation
- External: names of bodies or non-employees, with whom the post holder is regularly in contact e.g. patients, visitors would fit into this category
- Purpose of Job: this is a statement, which indicates the reason why the job exists. It is often easier to write this last.
- Key Tasks and Responsibilities: these are the key outputs of the job and describe what the post holder has to do to fulfil the purpose of the job.

Each statement should be concise and specific avoiding duplication and emphasising the action the post holder needs to take in order to achieve a particular result. A good statement will state: what is done, to what, why and if relevant when e.g. 'produce accurate and timely payroll statements to meet scheduled monthly payments of salaries.'

Statements may be grouped under logical headings or listed in order of importance or frequency. Avoid use of jargon or acronyms, which may not be understood by job applicants.

Dimensions should include any facts or figures relevant to the job e.g. budget information, number of beds managed etc.

Where do I find the job description template?
The templates for non-supervisory and supervisory job descriptions can be downloaded from the Trust intranet.

APPENDIX 3: A GUIDE TO WRITING PERSON SPECIFICATIONS

The employee specification is a summary of the knowledge, skills, aptitudes and experience that are necessary for the effective performance of the job. It identifies the minimum criteria the person should satisfy in order to be able to do the job. It also:

Details skills, experience and educational requirements
Helps provide advertising copy
Provides a basis for short-listing
Provides a basis for targeting interview questions
Provides a basis for assessing candidates at interview
Assists potential applicants to decide whether they are suitable for the job

Criteria should:

- be specific
- be clear and unambiguous
- Indicate minimum job requirements, which can be justified and are related to the job. These requirements are split into those, which are essential, and those, which are desirable and would enhance effective work performance.
- Measurable and able to be assessed from the application form, at interview, or by testing.
- Careful consideration should be given to whether criteria might discriminate against minority groups e.g. criteria should not be:
- unnecessarily restrictive
- directly or indirectly discriminatory
- in conflict with each other
- Imply that the job would suit a particular race or sex.

The Trusts Person Specification is divided into 5 sections as follows

Skills (including abilities & aptitudes):
Skills are abilities gained through study or experience. Aptitude is the ability to develop a skill e.g.

‘The ability to design and deliver presentations to large audiences using audio visual aids.'

‘Basic mathematical skills e.g. addition, subtraction, multiplication and division up to 4 figures.’

‘Project Management skills’

‘The ability to understand and interpret complex written information.’

Knowledge/Qualifications/Special Training:
Knowledge can be derived from education, training, and experience.

Wherever a qualification is specified the phrase ‘*or equivalent’* should be added, as it should not be assumed that the equivalent foreign education is inferior to its British counterpart e.g.

‘RSA II typing or equivalent.’

‘Up to date knowledge of health and safety legislation.’

Do not set higher educational requirements than are necessary for the effective performance of the job. Sometimes no qualifications are needed.

Avoid general phrases such as ‘a good general education’ or ‘a good basic education’, which are difficult to quantify.

Experience:
It is important to specify the level, type and breadth of experience e.g. ‘NHS experience’ is not specific enough. It is important to avoid requesting a specific length of service i.e. “2 years” as this may indirectly discriminate on the grounds of age. Also, it is often the level and depth of experience rather than the length that will determine suitability for the post.

‘Experience of designing and delivering a training course.’

‘Substantial experience of working at a senior management level within an acute hospital setting’

Personal Qualities:
These are characteristics that the person needs to possess. You must be able to assess these from the application form at interview and/or by testing in order to avoid subjective judgements e.g.

‘Motivated to learn new skills.’

‘The ability to deal sensitively and patiently with clients.’

‘Able to work in a team.’

Do not use phrases such as ‘Must have a sense of humour’. How will you assess this? Do not use phrases such as ‘cope with stress.’ Try and find an alternative way of expressing what you mean such as ‘able to deal with multiple tasks and to meet short and long term deadlines.’

Special Circumstances:
This section covers such things as the applicant’s ability to meet job requirements such as hours of work, etc., e.g.

‘Able to travel regularly to other locations external to the Trust.’

‘Able to work Regular Saturday mornings on a rota basis.’

‘Able to attend evening meeting.’

This section should be used carefully in order not to exclude people unnecessarily and for reasons, which cannot be justified. It is important to distinguish between what is necessary to perform the job and what is only convenient and to consider the discriminatory effect.

For example the Trust would be expected to make reasonable adjustments to equipment, the working environment and working practices in order to accommodate a person with a disability who in other respects was suitable for the post i.e. the post should be adapted to the person rather than the person be expected to adapt to the post.

Do not use phrases such as ‘physically fit’, which may seem to discriminate against people with disabilities.

Where do I find the person specification template?
The person specification template can be downloaded from the Trust intranet.

APPENDIX 4: A GUIDE TO DRAFTING JOB ADVERTISEMENTS

The purpose of the advert should be to produce an adequate number of replies from the people who have the right profile for the job. You should already have prepared a job description and person specification that will provide you with the basis of the information you need to include in the advert.

The text of an advert can normally be broken down into 5 main sections:

The advertiser
Include something about the organisation/department in relation to the particular job being advertised.

The job
Using the job as a basis you should include an indication of work responsibilities, responsibility for other staff, support available in terms of staff, management and training, possible lines of progression.

Requirements
Using the person specification as a guide you should describe the qualifications, experience, skills, personal qualities etc. that will enable the reader of the advert to decide whether they are suitable for the job and whether these are essential or desirable.

Inducements or rewards
Most Trust adverts include salary as a matter of course but you may wish to include something about non-financial rewards, e.g. job satisfaction, prospects for training and development etc. Please note the Trust has agreed standard headers and footers which usually go at the top of any advert placed online. This outlines our size, culture and some of the benefits like childcare etc. Please bear this in mind when drafting the wording of your vacancy. – You will not be required to duplicate this.

Action
What to do next i.e. who to contact and how to submit an application etc. This included in Trust adverts as a matter of course. If you don't already do so you may wish to consider asking applicants to phone you to discuss the job before submitting an application. This should result in a reduction in the number of applications submitted who do not meet even the minimum criteria.

Other things to bear in mind:

If the Job title does not convey very much about the type of job e.g. Project Manager, Band 7, consider using something else more eye-catching as the headline for the advert.

Include some unique selling points i.e. what is it about the job?

Avoid clichés and stock phrases e.g.

'Good communication skills' – what sort of communication skills do you mean written, oral, presentation, all three?

'Good standard of education' - does this mean GCSE's, A-levels, or a degree?

Avoid jargon, unless you are aiming the advert at people who are sure to know what it means.

Address the reader in the first person – e.g. 'You will have specialist knowledge in …' not 'The successful applicant will have…'

Keep sentences short or break up long sentences with punctuation.

Show the advert to a colleague and be prepared to accept constructive criticism!

Professional help and advice
The Recruitment Advisor for your area is available for advice and will suggest amendments e.g. if you have included something in your advert that could be interpreted as discriminatory.

Where do I find the advert template?

The advert template can be downloaded from the Trust intranet.

APPENDIX 5: INTERVIEWING HINTS & TIPS

Prepare the room – ensure no interruptions, suitable seating, etc.

Appoint a chair or lead person for the interview panel.

Prepare the format and questions and decide who will ask these.

Be familiar with the job description, person specification and all relevant information i.e. the application form.

Key questions should aim to identify whether the candidate meets the criteria in the person specification. Do not ask irrelevant questions

The questions should be in a logical sequence and kept as short and simple as possible. Use open ended or behavioural questions to encourage the candidate to talk, be sure to follow these up with probing questions to clarify issues.

You (the interviewers) should only be speaking for 20% of the time.

Be aware of the impression you make with non-verbal communication. Ensure you maintain eye contact, use facial expressions, body language and silences appropriately. Be aware of the candidates' body language.

Try to put the candidate at ease.

Listen to the candidate.

Avoid questions that make assumptions about a candidate based on their race, sex or disability.

Making the decision

Selection criteria should be based on the person specification and should be applied even-handedly to all interviewees.

The panel jointly completes an interview assessment form with a section for each candidate. You may wish to allow time to do this before you see the next candidate.

Avoid discussion about candidates until all the interviews have been completed as this my bias the outcome.

Compare interview assessment forms objectively at the end of the interview, documenting reasons for rejecting or selecting.

If more than one candidate could be appointed and members of the panel cannot agree the chairperson should have the casting vote.

APPENDIX 6: PRE EMPLOYMENT CHECKS

1. Pre-employment checks

Offers of employment are subject to certain pre-employment checks. The HR department will carry out all necessary pre-employment checks. The checks required may vary dependent on the post to be undertaken and whether the individual is an external or internal applicant.

Unless otherwise stated, and approved by the HR department, candidates will not normally be able to start work until these checks have been completed satisfactorily. If there is an urgent need to employ someone quickly, the offer of employment will be provisional and conditional on the satisfactory outcome of these checks. If the required employment checks are not completed satisfactory the offer of employment will be withdrawn.

The following pre-employment checks are based on guidance provided by NHS Employers, six Employment Check Standards at http://www.nhsemployers.org/your-workforce/recruit/employment-checks. This includes:

- Verification of identity checks
- Right to work checks
- Professional Registration and qualification checks
- Employment history and reference checks
- Criminal record checks
- Occupational health checks

The HR Department will maintain a record of pre-employment checks undertaken for all staff employed by the trust.

1.1. Verification of identity check

Verification is required to determine that the individual's identity is genuine and to establish that the individual owns and is rightfully using that identity. Candidates will be asked to provide (normally at an arranged identify check appointment with HR) with original documents containing their photograph, such as a passport, or UK photo card driving licence where available. They will also be required to provide a range of documents that confirm their current residing address and social history, such as a utility bill or bank statement. All photocopies or scanned copies should be signed, dated and certified by the person taking the copy and then to deliver to the HR department.

In order to establish the validity of documents the HR department will normally scan the documents via and identify check system.

1.1. Right to work – prevention of illegal working check

Under the Asylum and Immigration Act it is necessary to assess the eligibility of every prospective employee's right to work in the UK. Candidates will be asked to produce valid documentation to verify their right to work in the UK at the interview stage. If this information is not obtained at the interview or it is incomplete then the candidate will be asked to visit the HR department.

Where an individual is unable to provide evidence of their right to work in the UK, they will be informed by the HR department that the Trust will no longer be able to pursue their application.

Where the right to work is time limited (e.g. certificate of sponsorship) it is the responsibility of the employee to ensure they take appropriate action to renew the right to work and stay in the country. If an employee's right to work lapses, they may be dismissed by the Trust following the Trust's Disciplinary Policy and Procedure.

1.2. **Employment history and reference check**

Candidates will be required on their application form to provide their full employment or training history, including an explanation of any gaps between periods of employment and training. Any unexplained gaps or discrepancies in employment or training history should be further investigated at interview and appropriate assurances sought from the individual.

The HR Department will request references for the successful candidate/s following interview. Only where the recruiting manager can justify obtaining references earlier, i.e. where there is an identified risk to patient safety by delaying the recruitment process, would the above not apply, managers should seek advice from their HR Business Partner where this is the case.

Candidates currently working in the NHS:

If a candidate is currently in employment with another NHS organisation then a reference from this NHS organisation (the reference should be requested from the candidate's current line manager or the HR Department) will be sufficient as long as it covers a minimum of 12 months service. If this reference covers a period of less than 12 months experience then a further reference should be obtained from the candidate's previous employer.

Candidates currently in full time Education:

If a candidate is currently in full time education then a reference will need to be requested from their current education provider. If possible one employment reference from their current or previous employer should also be obtained.

If a candidate is currently in full time education and is due to join the Trust as a newly qualified clinical member of staff then references will be sought from their course tutor and their sign off mentor.

Candidates not currently working in the NHS:

For candidates being recruited outside of the NHS and not in full time education, references should be sought which covers a period of three years (or for the length of time the candidate has been in employment if less than three years). At a minimum, a reference must be sought from the candidate's current employer. Where an individual has not been employed for a considerable amount of time but has had previous employment, then the Trust will seek one reference from their last known employer.

The Trust recognises that whilst every effort will be made to obtain references, as there is no legal requirement for organisations to provide references about people who are, or were in their organisation, this will not always be possible. In these circumstances authorisation to waive the requirement for a reference must be granted by the Assistant Director of Resourcing (or nominated deputy).

Internal Applicants:

Where an internal appointment is made, one reference from the current manager will be sought. This should initially be verbal (however if the current manager believes that the reference may be contentious then the reference should be written) and prior to offer. Where a member of staff is promoted within the same department, no references need be taken up. Where a member of staff is transferring to a bank only contract immediately they leave their substantive post in the Trust, and is carrying out exactly the same role e.g. midwife, then no references need be taken up.

For ex-employees a reference will be taken up from their previous line manager within the Trust, and from any employment undertaken between periods of employment with the Trust.

Approving References:

Recruiting managers will be required to approve employment references via the TRAC system (there may be circumstances whereby the HR Administrator approves the reference on the managers behalf).
Where an unsatisfactory or ambiguous reference is returned, the recruiting manager should make contact with the referee to discuss the information provided. If it is found that the candidate's conduct in their previous role was unsatisfactory (e.g. sickness levels) or there is a cause for concern about performance (e.g. clinical practice), the recruiting manager may consider the retraction of the offer in conjunction with the HR Business Partner. It is the recruiting manager's responsibility to inform the candidate that the Trust will no longer be able to pursue their application. The HR department will follow this up in writing clearly stating the reasons for the offer being withdrawn.

1.3. **Occupational Health check**

The HR department will initiate and follow up the completion of the occupational health questionnaires. An individual cannot normally take up employment with the Trust prior to the HR department receiving the fitness report from the Occupational Health department stating that the individual is fit to work. Occupation health questionnaires are required for all external candidates.

For internal candidates occupational health questionnaires will always be required where the candidate is moving into an area which requires Exposure Prone Procedures (EPPs). EPP areas include Theatres, Maternity and Emergency Services. The HR Administrator will seek guidance from the Occupational Health department where it is unclear if health clearance for an internal candidate is required.

Where an individual fails the occupational health check, the recruiting manager will be informed and the individual will be informed by the HR department that their application will no longer be pursued.

1.4 Criminal record and barring checks (DBS)

DBS checks should be carried out in line with the Trust's Policy on the Protection of Children and Vulnerable Adults. The HR department will initiate and follow up the completion of the DBS check.

Standard and enhanced checks are mandatory in the NHS for all staff who, as part of their employment, will have regular contact with patients in the normal course of their duties. The level of disclosure must be appropriate to the post to be undertaken by the individual.

Possession of a criminal conviction does not automatically make an applicant unsuitable for employment in the NHS. A person's criminal record should considered in the light of all the relevant circumstances and be judged on a case-by-case basis when deciding whether to uphold the offer of employment. Where necessary the HR department will contact an individual and the recruiting manager to discuss the outcome of a DBS check.

The HR department will note if any exceptional approval had been given to allow an applicant to commence on a supervised basis, pending completion of DBS checks.

1.5 Professional registration and qualification checks

Qualifications checks
If a qualification is essential for the position, the manager must specify this on the person specification for the post under essential criteria. Where specific qualifications are deemed necessary for a particular role, the recruiting manager must make this clear and should only employ individuals that meet the required specification, including any requirements to be registered with a professional regulator.

As part of the employment interview process candidates will be bring original documents (e.g. a degree certificate) evidencing that they have the essential qualifications for the position. A member of the recruiting panel will view the documents and then confirm they have been checked on the Candidate assessment / outcome form.

Successful candidates will also be required to bring the same documents to HR as part of their identify check. HR Administrators will take photocopies of relevant qualifications and store the employees HR file.

Professional registration
Professional registration checks should be carried out in line with the Trust's Policy on Employee Registration. The recruiting manager is responsible for detailing on TRAC whether the post requires the applicant to be registered or just be eligible to be registered or neither.

The HR department will check the registration of health professionals with the relevant regulatory body. Until verification has been checked and confirmed, the individual will be unable to commence employment in the post. The exception to this is when a candidate can temporarily start in a position (normally graded at a lower pay band) which does not require the registration (e.g. Healthcare Assistant). In this scenario the employee is then automatically transferred to the new position once registration has been confirmed.

2. Pre-employment checks for temporary staff

The standard six pre-employment checks as described above must also be undertaken for Temporary staff. The Temporary Staffing Service will undertake the checks all new Bank staff. If a candidate for the Bank already works for the Trust substantively then it will not be necessary to complete new pre-employment checks for the candidate (the exception maybe where this no evidence on the HR file that previous checks had been completed). A separate process is in place for medical bookings made through TempRE/STAFFflow.

Prior to an agency worker commencing employment, managers must ensure that the agency has fully completed the Agency Worker Engagement Checklist which is available from the intranet. The agency must confirm that the six pre-employment checks have been carried out on each occasion workers are supplied, except where there is a repeat booking. Where there is a repeat booking, the manager will check the previous booking to confirm all details are still valid.

Once the manager has received the form from the agency and is in agreement that the checks are satisfactory, the placement may be confirmed. Following this, the manager must forward a copy of the checklist to agency.checks@fhft.nhs.uk

Managers must check the photographic identification of agency staff prior to commencement of the first shift to ensure that the name of the worker corresponds with the employment check which has been undertaken.

The Site Manager is also responsible for undertaking these checks for any agency bookings they make.

1.4. **Agency Worker Directive**

The Agency Worker Regulations 2010 provide agency workers with the same entitlement to basic employment and working conditions as if they were recruited directly to the Trust (following a qualifying period of 12 weeks in the same job). Agency workers are also entitled to access to Trust facilities and information on vacancies, from the first day of their assignment.

1.5. **Locum doctors**

Usually short term absences for annual or study leave will be covered internally. Where absences are due to vacancies, delays in permanent recruitment, sickness, special leave (e.g. military exercises), maternity leave or compassionate leave, locum cover will be sought.

All locum appointments are subject to receipt of satisfactory pre-employment checks as outlined in this policy.

During out of hours, should a short term locum be required to cover last minute absence, the duty Site Manager will in the first instance liaise with the relevant specialty to establish whether internal cover can be provided by existing employees in the specialty. If internal cover cannot be found, the Site Manager will contact the locum agencies.

2. Alert Letters

From time to time the Strategic Health Authority or Business Services Authority , in conjunction with the Department of Health will issue employers alert letters regarding professionals who may be clinically unsafe to work with patients.

The HR department will check that prospective employees are not listed as having an alert letter.

3. False declarations

The Trust considers a false declaration made by an employee during their application process to be misconduct. Misconduct will normally be addressed tough the Trust's disciplinary process and could result in action being taken up to and including dismissal. Where appropriate, the Trust may also refer a false declaration to the Local Counter Fraud Service, registration body or other relevant professional bodies.