

RECRUITMENT & SELECTION

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RATIFYING COMMITTEE	Clinical Governance Committee	
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EXECUTIVE DIRECTOR	Director of Operations	
POLICY LEAD	Senior Resourcing & Staff Experience Lead	
POLICY AUTHOR (if different from above)	Senior Resourcing & Staff Experience Lead	
FORMULATED VIA	Workforce Forum, Staff side and User Groups	

POLICY CONTEXT

Employees are fundamental to the Trust's success. The Trust therefore need to be able to attract and retain staff of the highest calibre. This policy outlines a strategic and professional approach to recruitment to achieve this. The policy also provides a framework for recruitment and selection that meet the requirements of the Equality Act 2010, the Care Quality Commission, NHS Employers guidance and all other relevant employment legislation.

POLICY REQUIREMENT (see Section 2)

All employees who are involved in any aspect of recruitment need to be aware and adhere to the policy. There is also a Manager's Recruitment Guide and recruitment templates to assist managers with implementation.

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1 INTRODUCTION

1.1 Rationale (Why)

To provide a strategic, fair and safe approach to recruitment and selection ensuring that managers recruit individuals based on the merits required for the post.

The policy provides a framework for recruitment and selection that meets the requirements of employment legislation, the Care Quality Commission, CNST and the Trust Equal Opportunities in Employment Policy.

1.2 Scope (Where, When, Who)

The policy applies to all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment including that undertaken by Temporary Staffing Solutions.

For the policy to be effective it is essential that any employee who is involved in any aspect of recruitment is aware of this document and follows the 'Manager's guide to successful competency based recruitment'. It is the responsibility of senior managers in conjunction with HR to ensure implementation.

1.3 Principles (Beliefs)

- The Trust will ensure that recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- A competency-based approach to recruitment will be undertaken to ensure that candidates are assessed on the knowledge, skills and behaviours required for the post rather than characteristics not relevant to the job.
- The trust will seek to recruit the best candidate for the job based on merit.
- The Trust provides mental health care to a very diverse community therefore it is essential that we recruit a workforce that reflects this diversity.
- The Trust will encourage the recruitment of staff with disabilities and will make reasonable adjustments at all stages of the recruitment process in order for a successful candidate with a disability to undertake the post.
- The Trust aims to be an employer of choice and a 'mindful' employer demonstrating the value of working alongside service users as colleagues who have obtained and are sustaining employment in line with the recovery and social inclusion models.
- The Trust will provide the appropriate training, development and support for those involved in recruitment activities. As a minimum requirement those involved in recruitment activity must be trained in Equality and Diversity. There is an expectation that recruiting managers will also attend the Trust's recruitment and selection course.
- The Trust recognises the importance of service user involvement in the recruitment process and therefore service user involvement in the selection process is a core requirement for all posts.

- All managers must use the standard template recruitment documents to ensure consistency, unless otherwise agreed with HR.
- Safeguarding children and vulnerable adults is key to recruitment practices therefore it is essential that all six pre-employment checks standards are carried out and satisfactory.
- Recruitment is key to public relations and should enhance the reputation of the Trust. The Trust will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive irrespective of the outcome.

2 POLICY (What)

- 2.1 All staff involved in recruitment activities must adhere to the policy and associated guidance.
- 2.2 Recruiting managers must use the recruitment templates available on the intranet.
- 2.3 The policy is in place to ensure that recruitment is fair, safe, effective and meets legal requirements. If managers do not adhere to the policy disciplinary action may be taken

3 RECRUITMENT & SELECTION PROCEDURE

There are a number of key stages in the recruiting and selection process. This procedure outlines the key stages. Further advice and template letters are available on the recruitment and selection page of the intranet <http://connect/corporate/HR/Pages/Recruitment.aspx>. In addition training can be booked through the learning and development page. Please find a simplified step by step process Appendix 1.

3.1 Preparation Stage

3.1.1 Vacancy identified- the manager will review the requirements of the post in terms of roles, responsibilities and type of contract required i.e. permanent, fixed term or temporary.

3.1.2 Template job descriptions and person specifications which have been previously banded are available for many roles within the Trust. These are on the intranet and should be used in the majority of cases.

3.1.3 If the job description is new or significantly amended it should be submitted to the job evaluation panel who will assess the banding for the post (please refer to HR Connect pages for further guidance)

3.1.4 The job description and person specification will be the main source of information used by candidates applying for posts. Therefore it is essential that these documents provide clear, accurate and current information about the role, responsibilities, knowledge, skills and competencies required to adequately perform the duties of the post.

3.1.5 Managers developing job descriptions and person specifications must be trained in equality and diversity and be culturally competent, taking care to

use unbiased language and not include criteria which may directly or indirectly discriminate against protected groups. Service Users and carers will be encouraged to apply for BSMHFT posts when they meet the essential criteria and this should be reflected in job advertisements and person specifications.

3.1.6 In order to commence all recruitment process including substantive, fixed term and medical workforce (excluding Deanery posts) the recruiting manager must ensure completion and sign off of the electronic vacancy requisition (VR) which is available on the Trust's intranet. The VR form must include authorisation from the Budget holder, HR Manager and Finance manager. Without this authorisation the vacancy will not be advertised or processed. For substantive Consultant and Specialty doctor posts consultation with the Royal College of Psychiatrists will be required please contact the Medical Workforce Team if you require advice.

3.1.7 Temporary Staffing [Bank]

- If a need for a member of Bank Staff is identified please contact Temporary Staffing Solutions.
- Locums – Please refer to 'Ensuring safe clinical practice' and contact the Medical Workforce Team.

3.1.8 Once the vacancy has been approved the recruiting manager should complete the recruitment plan section of the VR form, including interview dates and panel members.

3.2 Attracting candidates

3.2.1 Job advertisements must be written in a clear succinct and positive way to attract suitable candidates and facilitate self-selection and self-elimination. As a minimum the advert should include job title, location, salary and hours, a brief description of the post from the job description and the skills required by applicants to fulfil the role from the person specification.

3.2.2 All posts are placed on NHS jobs by the central recruitment team. Adverts will be held in a restricted area for 3 days which can only be viewed by NHS staff who are 'at risk' within the region. Managers must consider 'at risk' staff before advertising to a wider audience on NHS jobs. Further advice on the 'at risk' process is available from the Organisational Change page on the intranet. [http://connect/corporate/HR/Documents/Organisational change policy.pdf](http://connect/corporate/HR/Documents/Organisational%20change%20policy.pdf)

3.2.3 If a manager wishes to advertise by any other means than NHS Jobs this needs to be approved via the VR process. In some circumstances a manager may wish to advertise internally only, a clear rationale must be provided to and agreed by the Deputy Director of HR.

3.3 Shortlisting

3.3.1 Once the closing date has arrived or the capped number of applications have been received, the recruiting manager will be required to log onto NHS jobs to shortlist applications electronically. It is important that shortlisting is undertaken by the interview panel and that this is a diverse panel.

Shortlisting should be done individually entering comments on to NHS Jobs and then discussed collectively co-ordinated by the recruiting manager. . A clear rationale should be provided as to why applications have not been shortlisted.

3.3.2 Shortlisting should take place within **4 working days** from the closing date.

3.3.3 Shortlisting must be done objectively assessing all applicants consistently against the criteria specified in the person specification.

3.3.4 Interview panels should note, under the Jobcentre Plus Disability Symbol [the Two Ticks Award] the Trust has agreed to take action to meet five commitments regarding the employment, retention, training and career development of disabled employees. One of these commitments is that we are required to operate a guaranteed interview scheme. The action guarantees an interview to all disabled applicants who meet the minimum criteria for a job vacancy and consider them on their abilities

3.4 Interview and selection

3.4.1 The traditional interview panel and other job related assessments such as presentations, group exercises and use of assessment centres will be arranged and implemented by the recruiting manager.

3.4.2 Evidence shows that effective recruitment decisions are more likely when a range of selection methods are used. Guidance on testing and assessing applicants is available in the Manager's guide to successful competency based recruitment.

3.4.3 Upon receipt of the shortlisting, the recruitment team will be responsible for sending out invitation to interview letters using the template.

3.4.4 Invites will be sent giving at least 10 calendar days notice of the interview/ assessment date.

3.4.5 Further guidance and tips on interviews is available within the Manager's guide to competency based recruitment however the following principles apply;

- Normally an interview panel should consist of a minimum of 2 people on the panel and should be made up of a diverse mix of individuals. Should you have difficulty co-ordinating this within your area it is advisable to use your links with other areas to develop a diverse panel.
- All posts should involve service user representation as part of the interview panel... Service Users are trained in recruitment, selection and cultural competence. Service users will receive a payment and appropriate expenses for the time they are involved in a selection process which is paid for by the service. Guidance on booking and

arranging payment is available within HR 29 – Service User Engagement Protocol.

- If for any reason a service user/carer is unable to attend the interview panel at short notice, then this will not prevent the interviews taking place.
- At least one panel member must be trained in Recruitment & Selection and all members in Equality and Diversity.
- The interview panel should meet at least 30 minutes before the first interview to ascertain structure etc.
- Consideration should be given to accessibility of the interview location.
- Prior to the interview the panel members are provided with relevant documents including job description, person specification, application forms, questions and scoring sheets.
- Interviewers should be aware of their values and bias and ensure that this does not affect the outcome.
- All interviewers must keep adequate notes to ensure that a fair comparison can be made between candidates and reasons provided to justify a decision.
- Avoid all references to the interviewee's appearance, sex, age, disability, religion or race.
- A range of questions should be used to ascertain if the individual has the knowledge, skills and competencies outlined within the person specification (for example interview questions please see recruitment page on the intranet).

3.5 Conditional Offer & Pre-employment checks

3.5.1 A designated panel member will be responsible for notifying all candidates of the interview outcome, providing detailed feedback if requested.

3.5.2 When verbally offering the post, please ensure that the successful applicant is fully aware of the conditions of the offer .These will be:

- Verification of identity [to be taken at interview]
- Confirmation of right to work in the UK [to be taken at interview]
- Satisfactory disclosure and barring clearance/ disclosure (if applicable)
- Registration and Qualification check [to be taken at interview]
- Employment History and references
- Satisfactory medical clearance
- Completion of Trust Induction e-learning modules

3.5.3 The template conditional offer letter must be used for all appointments as this outlines the employment checks required. For nursing posts the conditional offer letter and pre-employment checks will be undertaken by central recruitment, Medical Workforce will complete the process for medical posts and the recruiting manager for all other posts. All checks however will be signed off by line managers.

3.5.4 The pre-employment checks above are in line with standards issued by NHS Employers. These checks are either required by law, are Department of Health policy and /or required for access to the NHS Care records service. Failure to comply with these standards could potentially put the safety of our patients and staff at risk.

3.5.5 We will be required to show evidence of compliance as part of the CQCs annual regulatory framework. Therefore personal files will be subject to annual auditing by the HR Team

3.5.6 Recruiting Managers within the Trust have a responsibility to ensure that robust employment checks have been undertaken. All unconditional offer letters will now only be produced by the centralised recruitment team following receipt of the completed employment checks and the Employments checks –personal file checklist (Appendix 2).

3.5.7 For further guidance on checks Managers should refer to the guidance on pre-employment checks in the managers guide to successful competency based recruitment.

3.5.8 Should any of the pre-employment checks raise concerns, advice should be sought from Human Resources in the first instance. However in the event unsatisfactory pre-employment checks are received, the post being withdrawn.

3.5.9 Agency staff – The Trust will only use agencies who are members of Health Trust Europe and therefore will have gone through processes nationally to assure that they adhere to NHS Employment Standards. The Trust will audit agency staff on annually to provide further assurance.

3.6 Starting salary

3.6.1 New starters generally are placed on the minimum scale point for their band when they commence employment.

3.6.2 Existing NHS staff that are already in a post at that pay banding will retain their existing salary and incremental date.

3.6.3 Where an individual is promoted within the NHS, and moves upwards from one payband to the next, they must move to the next incremental point on the new band, which gives them a pay increase.

3.6.4 Under Agenda for Change, provision exists for 'matching' a salary if an individual joins the NHS with *relevant* experience. In this case they should be placed at the nearest incremental point to their current salary.

3.7 Final Offer, Contract & Induction

3.7.1 Contract- The recruiting manager is responsible for completing the appointee's proforma for the successful candidate in order for the central recruitment team to issue final offer letter and the statement of terms and conditions.

3.7.2 Induction- The centralised recruitment team will only book new recruits on induction when satisfied that all pre-employment checks are completed. All new recruits must attend the Trust induction programme for the first 2 days of their employment. Local induction must be arranged by the appropriate manager.

4 RESPONSIBILITIES

Post(s)	Responsibilities	Ref
All Staff	All staff involved in any recruitment activity must adhere to the policy and associated guidance.	
SDMs, Clinical and Corporate Directors	Should ensure that staff in their areas adhere to the policy and Recruiting Managers are trained in Recruitment & Selection	
Policy Lead	Monitor progress and adherence to the policy through regular reporting, audits and requesting feedback from managers and applicants. Ensure that the policy is updated if there are any changes to the legal requirements.	
Executive Director	Ensure Board Level support for the policy.	

5 DEVELOPMENT AND CONSULTATION PROCESS

Consultation summary		
Date policy issued for consultation	June 2012	
Number of versions produced for consultation	2	
Committees or meetings where this policy was formally discussed		
Workforce Forum	September 2012	
HRM	September 2012	
Where presented	Summary of feedback	Actions / Response
Service User Group	Involvement of service users on short listing and interview panels	Written into the policy and process set up.
Circulated to staff side representatives	Tweaks and comments throughout	Taken into consideration when developing the guidance
Feedback from recruiting managers	Amend invite to interview letter to include sending presentation in prior to interview date	Template letter amended in supporting guidance

6 REFERENCE DOCUMENTS

BSMHFT Best Practice in the Employment & Engagement of Service Users
BSMHFT Equal Opportunities in Employment Policy
BSMHFT Induction Policy
BSMHFT Professional Registration Policy
HR Advisory Note Process for Banding & Rebanding Jobs
HR Advisory Note – Criminal Record Bureau Checks
Managers guide to successful competency based recruitment
NHS Employment Check Standards

7 BIBLIOGRAPHY

BSMHFT Best Practice in the Employment & Engagement of Service Users
BSMHFT Equal Opportunities in Employment Policy
BSMHFT Induction Policy
HR Advisory Note Process for Banding & Rebanding Jobs
HR Advisory Note- Employment Checks
HR Advisory Note – Criminal Record Bureau Checks
Managers Recruitment Guidance
NHS Employment Check Standards

8 AUDIT AND ASSURANCE

- 8.1 The Senior Resourcing Lead will audit a sample of personal files twice a year to ensure standards are met.
- 8.2 The Senior Resourcing Lead will request feedback from Managers and candidates on an adhoc basis to ensure processes are effective and free from discrimination.
- 8.3 Quarterly reports will be presented to the Workforce Forum, which will breakdown applications, shortlisting and appointments by protected groups.
- 8.4 A detailed monitoring template is included in appendix 3.

9 APPENDICES

Appendix 1	Recruitment Process
Appendix 2	Employment Checklist
Appendix 3	Monitoring Template



Appendix 1

Recruitment process

Please ensure that the correct documents and templates are used which are allocated on the HR pages. Please contact the recruitment Department for guidance or training. Unless specified, steps refer to all posts.

Steps	Recruiting Manager (RM)	Recruitment Advisors
STEP 1 Authorisation to fill a vacancy	Identifies a vacancy and reviews the JD. New JD to go to the job evaluation panel before VR submitted	
	Emails VR to HR Vacancy Requisition Inbox who allocate VR number via email	Allocate VR number
	Circulate to budget holder, finance and HR for authorisation	
STEP 2 'At risk' Process		Places post in ESR and NHS restricted area for 3 days To ensure post is on list to go to 'at risk' staff
		Notifies recruitment manager of 'at risk' candidates
	If no at risk candidates continue to step 3 To consider at risk candidates (If appointed move to step 6.) If not appointed complete 'at risk' proforma and continue to step 3	
STEP 3 Advertising	Once all authorisation received recruiting manager to provide recruitment team with shortlisting/ interview dates. Also advise if require the post to be capped.	
		Advert placed on NHS jobs
		Advert closed on closing date/ or when received sufficient applications
STEP 4 Shortlisting		Shortlisting sent electronically to recruiting manager within 24 hours.
	Shortlisting to take place within 4 Working days – notify recruitment team	Recruitment team update NHS jobs and notify unsuccessful applicants
Steps	Recruiting Manager (RM)	Recruitment Advisors

		<u>Non-nursing Posts</u> send part A application of shortlisted candidates to the RM
STEP 5 Interviews	Arranges for packs to be printed and copied for panel members	Sends out invite to interview letters to applicants via NHS jobs and panel packs electronically to the recruiting manager
	Interview/ assessment and documentation checked by the panel Verbal conditional offer made	
	<u>Nursing Posts</u> Submit interview outcome and contract proforma to recruitment	
STEP 6 Conditional Offer/ Pre-employment checks	<u>Non-nursing Posts</u> Send regret letter to unsuccessful candidates. Conditional offer sent out and checks resumed using pre-employment checklist <ul style="list-style-type: none"> - Validation of identity - Right to work - Registration and Qualifications - References - DBS - Occupational health - <i>Completion of Trust e-learning modules</i> If DBS required forward identification to Recruitment who will submit candidates online application <i>If Certificate of sponsorship require contact the recruitment team</i>	<u>Nursing Posts</u> Conditional offer sent out and checks resumed. <ul style="list-style-type: none"> - Validation of identity - Right to work - Registration and Qualifications - References - DBS - Occupational Health - <i>Completion of Trust e-learning modules</i>
		Recruitment team check identification and submit online DBS application for central and local recruitment requiring DBS check
Steps	Recruiting Manager (RM)	Recruitment Advisors

	<u>Non-nursing Posts</u> Once all checks complete send copies, check list, contract proforma and induction application to recruitment	<u>Nursing Posts</u> Once checks completed agree start date with recruiting manager and employee. First 2 days must be induction.
STEP 7 Unconditional Offer/ Induction		Produce unconditional offer letter, contract of employment and book on induction
		Update checks on ESR and change status to employee
		Complete paperwork with employee on third day of induction (includes ESR supplementary information, Equality data and DBS deduction) and then pass to ESR team for payroll set up

Please note the recruitment advisors and resourcing Lead will provide cover for one another.

Key

Recruiting Manager- The person responsible for recruiting to the vacancy

Nursing Posts - HCAs, Healthcare Support Workers, Qualified Nurses- Inpatient and CPNs, Ward Managers and Matrons

Non Nursing Post – All posts excluding nursing and medical posts

Job Evaluation Panel- A panel of Trust management and staff side representatives that confirm appropriate banding based on the job description and person specification.

VR Form- Form to be completed to obtain authorisation prior to advertising a post.

Capped- Once a specified number of applications are received i.e. 50 the job will be closed and no further applications accepted.

Regret letter- A letter explaining to the candidate that they were unsuccessful at interview.

Conditional Offer – A letter to the successful candidate offering the post subject to satisfactory pre-employment checks.

Pre-employment checklist – Checklist which managers must complete when obtaining pre-employment checks

DBS – Disclosure & Barring Service check, is a police check which needs to be obtained for roles with patient contact or dealing with patient information.

Certificate of Sponsorship - Required for non-EEU nationals with limited leave to remain.

Contract Proforma- form to be completed by managers in order for recruitment department to issue a contract of employment

Unconditional offer letter – a letter confirming that all checks have been completed, which includes start date, induction arrangements and two copies of their terms and condition Appendix 2

Recruitment Checks	Copied and held on file
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Verification of Identity (to be checked at Interview)			
- 2 photographic IDs and 1 document confirming address OR - 1 photographic ID and 2 documents confirming address			
Photographic Identification		Issue Date	Expiry Date (if applicable)
Passport (All non EU passport holders <u>must be checked /signed off</u> by a member of the HR team for verification.)			
Birth Certificate			
Driving Licence			
Other appropriate evidence(Please state)			
Confirmation of Address		Issue Date (within 3 months)	
Recent utility bill			
Bank/building society statement			
Other appropriate evidence (Please state)			
Right To Work (to be checked at Interview)		Reference Number	Expiry Date (if applicable)
- 1 of approved documents outlined in List A or B			
Passport (proving right to work in UK)			
Birth Certificate &			
National Insurance number			
Work Permit			
Other appropriate evidence (please state)			
Registration (to be checked at Interview)		PIN Number	Expiry Date
Professional Registration			
Confirmation that no restrictions apply			
Qualification (to be checked at Interview)		Date Checked	
Essential qualifications certificates verified/copied date			
Employment History/References		Sent	Approved
Reference from last employer			
Another reference			
Line Manager who confirmed references are satisfactory			
Disclosure and Barring Check/Declaration		Date	
Declaration form received date			
DBS number		Standard / Enhanced – Adults / Children	
Issue date			
Date approved by panel (if applicable)			
Occupational Health Clearance		Date	
Health check clearance received date			
Appropriate adjustments made (if applicable)			
E-learning Modules		Date	
Completion of e-learning modules			
Unconditional offer		Date	
Unconditional offer sent			
Contract sent			
Start date			
Induction date			
Signed contract received			

Manager Name.....Manager Signature:..... Date:.....

Name..... Senior Resourcing Lead Signature:..... Date:.....

Appendix 3

EMPLOYMENT CHECKS - MONITORING TEMPLATE

Element to be monitored	Lead	Tool	Frequency	Reporting Arrangements	Acting on Recommendations and Lead(S)	Change in Practice and Lessons to be shared
Recruitment Team review employment check document checklist before unconditional offer letter is issued.	Head of Resourcing/ Senior resourcing Lead	Head of employee resourcing and staffing experience, audit	Twice a year	Information from audits undertaken locally will be reported to Workforce Forum.	In line with audit findings and directed by Workforce Forum or Deloitte.	
Monitoring of applicants who do not meet employment check requirements	Head of Resourcing/ Senior resourcing Lead	Head of employee resourcing and staffing experience, audit	Annually	Presented to Workforce Forum	As directed by Workforce Forum	
Process for monitoring employment checks are carried out by recruitment agencies used by the Trust.	Head of Resourcing/ Senior resourcing Lead	Health Trust Europe (Nov 2011) undertake specific audits to provide assurance to Trusts.	Annually	Presented to Workforce Forum	As directed by Workforce Forum	

