RECRUITMENT AND SELECTION POLICY

Policy number and category	HR 26	The People Team
Version number and date	7	July 2024
Ratifying committee or executive director	Transforming Our Culture and Staff Experience	
Date ratified	July 2023	
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Executive director	Executive Director of Strategy, People and Partnerships	
Policy lead	People Partner (Resourcing)	
Policy author *(if different from above)*	Senior People Partner – Strategy, Resourcing, Analytics and Transformation	
Exec Sign off Signature (electronic)	XXXX	
Disclosable under Freedom of Information Act 2000	Yes	

Policy context

Employees are fundamental to the Trust's success. The Trust therefore needs 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 guidance around the TRAC recruitment system on the TRAC website.
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1   INTRODUCTION

1.1   Rationale

Ensuring we attract and retain the highest quality of employees with the right values and behaviours is critical in enabling the Trust to achieve its objectives. An effective recruitment process is critical in managing risk to the organisation. Appointing the right people will ensure high turnover, performance and conduct issues will be minimised.

The purpose of this policy is to provide guidance and standards to enable recruiting managers to attract, recruit and retain the best candidates in accordance with employment legislation and best practice.

The Trust will ensure that its recruitment, selection, and promotion practices provide equal access/opportunities for all persons and are free from unfair or unlawful forms of discrimination.

This policy applies to all potential employees and staff employed by the Trust irrespective of age, disability, sex, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation, colour, ethnic or national origin and nationality, including citizenship. In the context of recruitment and selection, this means equitable and fair recruitment and selection of people according to their ability to do the job.

Employing people with lived experience of mental health conditions (including carers and family members) positively enhances our workforce and the experience and recovery of our service users. We therefore have a firm commitment to recruit and support people with lived experience across our workforce, recognising the value that lived experience brings to all roles (see 3.21).

The Trust has signed up as a 'Disability Confident Employer'. This demonstrates our commitment to:
- Guarantee an interview to all disabled applicants who meet the minimum criteria in the person specification

- ensure that all criteria in the person specification are relevant to the job – review and revise job descriptions where necessary.

The Trust is committed to providing a working environment and culture which treats all staff and potential employees fairly and equitably.

The application of this policy and guidance will apply equally to all staff including those on full time, part time and fixed term contracts.

This policy and the associated Recruitment and Selection Procedures, aim to reinforce the Trust's values as these are the underpinning principles of our organisation. Our values are "Compassionate, Inclusive and Committed'.

The Trust will take Positive Action to encourage recruitment from under-represented groups. We have partnerships with our ICS, local colleges, local schools to encourage more young people to gain access to employment opportunities at the Trust. We also partner with the 'I Can programme'. The 'I Can Programme' identifies and targets jobseekers from unemployment hotspots in Birmingham and Solihull.

Recruiting Managers can target under-represented groups by stating in the job description that we would 'particularly welcome applications from…' and then insert the underrepresented group.

When deciding between two candidates who have scored equally at the interview, the Recruiting Manager may choose to make an offer to the candidate from the under-represented group. The Trust will ensure that all Positive Action is carried out under the Equality Act 2010.

1.2 Scope (when, where and who):

This policy applies to all employees/bank workers/apprentices of the Trust except the following:
- Board appointments
- Contract for services appointments/contractors
- Volunteers
- Agency Recruitment

The policy does apply to medical roles, but there are certain specific provisions we need to adhere, for more detail contact the medical staffing team.

1.3 Principles (beliefs):

This policy aims to ensure a fair and consistent approach to the Recruitment and Selection process when recruiting new staff into the Trust.

The purpose of the policy is to set standards for recruitment and selection which support high quality patient care, comply with employment legislation, and best practice, including NHS Pre Employment Check Standards and the Equality Act 2010 and contribute to effective risk management.

2: **The policy** consisting of:

The purpose of this policy is to provide employees and managers with information and guidance on the process of recruitment to the Trust.

3: The procedure

3.1   **TRAC**

3.1.1 The Trust uses an online recruitment system called TRAC. All managers must use the TRAC system to manage their recruitment process. The Recruitment Team offer training in the use of the system and can help managers be assigned a username and password to access the system.

Flowchart

```
                    ┌─────────────────────┐
                    │  Vacancy Identified │
                    └──────────┬──────────┘
                               │
          ┌────────────────────┴────────────────────┐
          │ Recruiting Manager reviews the          │
          │ requirements of the post and considers  │
          │ options available to fill the vacancy   │
          └────────────────────┬────────────────────┘
                               │
       ┌───────────────────────┴──────────────────────┐
       │ Recruiting Manager ensures the Job Description│
       │ & Person Specification are up to date and     │
       │ develops an advert for the post               │
       └───────────────────────┬──────────────────────┘
```

Does the post need to be evaluated through the Agenda for Change process? *

No | Yes

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       ┌───────────────────────┴──────────────────────┐
       │ Recruiting Manager logs on TRAC and           │
       │ completes all the required tasks on TRAC      │
       └──────┬─────────────────────────────┬─────────┘
```

Refer to Agenda for Change Job Evaluation Process

Role is advertised on NHS Jobs and via other relevant platforms

Check the redeployment register for available employees

Applicants are shortlisted, interviews take place

Chair of the Panel offers preferred candidate the role subject to pre-employment checks & agrees starting salary

Chair of the Panel or panel member provides feedback to unsuccessful candidates

3.1.2 Step by Step guidance of the Recruitment Process

3.2   Reviewing Posts as they become vacant

3.2.1 Managers are responsible for reviewing the need for a post when it becomes vacant, considering whether the role is needed in the same format or whether the job could be done more effectively if the duties and responsibilities were redesigned. Any review of a post must consider the impact on the wider team/service with support from their People Partner. Managers must be able to audit where any changes have taken place.

3.2.2 Before deciding to recruit, the job description and person specification should be reviewed and updated if required. If this results in alterations, the job description should be sent to the relevant People Consultant for review to assess whether it needs to go forward to an Agenda for Change panel for job evaluation and will use skills based requirements as the assessment and ensure role requirements support groups such as those with a disability, as far as possible and in line with the sustainability strategy.

3.3 Agreeing the selection process

3.3.1 Consider, with input from the People Partner, whether the post needs to go through job evaluation i.e., is it a new post or if there have been substantial changes to the job role, it may need to go through a job evaluation process.

3.3.2 The recruiting manager should also consider:
- Whether a secondment or internal transfer would be more appropriate to fill the vacancy.
- Whether the job is necessary.
- If there are any aspects of the job which may need amendment.
- Consider flexible working e.g., part-time, compressed hours, job share.
- What sort of contract the position should be offered on e.g., permanent, or fixed term.

Advice and guidance are available from the Recruitment Team.

3.4 Internal vacancies

3.4.1 Where it is anticipated there are appropriately qualified candidates within the Trust, the post can be advertised internally only. It is the responsibility of the recruiting manager to ensure that all candidates who would potentially be interested in the post are made aware of the vacancy and given the opportunity to apply.

3.4.2 All adverts will be advertised internally via the Trust's jobs website **http://jobs.bsmhft.nhs.uk/**

3.5 Short Term Secondment/Acting Up

3.5.1 If managers wish to advertise a short-term secondment or acting up post of 3 months or less duration, they can advertise the role on the Trust intranet site, Connect. These will be included in the weekly vacancy bulletin and can be managed locally without approval or a need to advertise on NHS Jobs. Details for these posts need to be sent to the Recruitment Team by 5pm on a Friday to be included the following Monday. Applications can be submitted via an expression of interest. Details need to be clear about the requirements for role, what they requirements are and what the selection process will be.

3.5.2 Managers must ensure that they use an open and transparent selection process for shortterm vacancies, allow adequate time for people to apply and follow advice on how to conduct interviews provided below. There should be a minimum of 5 days for an advert for roles and a minimum number of applicants for an early closure of an advert. The minimum will be set
and agreed in advance to reflect the role, urgency and potential number of applications expected.

3.5.3 If the role is to be extended or made permanent, they must be formally advertised and subject to the usual recruitment process.

3.6   Job Description

3.6.1 Job descriptions are an important part of the recruitment and selection process. A job description will ensure that recruiting managers are clear about the nature of the job to be filled and that employees/applicants understand the duties and responsibilities of the job. It also provides a basis for measurement of job performance. The Job Description and the Person Specification determine the appropriate banding for the job.

3.6.2 All posts must have an up-to-date, comprehensive description of the job and reporting arrangements. This should include a summary of the job purpose and key responsibilities.

3.6.3 Job Descriptions should be drawn up using the Trust template and guidance saved on the intranet. Adverts will not be placed without an up-to-date Job Description.

3.7   Person Specification

3.7.1 A person specification is an essential part of the recruitment process and specifies the skills and personal characteristics which are needed to perform the duties identified in the job description.

3.7.2 When preparing a person specification managers should ensure that the criteria for selection are objective, measurable, job related, clearly defined, justifiable and without discrimination as per the protected characteristics under the Equality Act 2010.

3.7.3 The person specification helps to ensure that the recruitment and selection process is objective and does not become subject to personal bias. It is also a means by which managers can justify their decisions in any potential claim of discrimination and it is therefore essential that it is adhered to. When writing a person specification, consideration should be given to how each of the criteria will be assessed.

3.7.4 Person Specifications should be drawn up using the Trust template and guidance saved on the intranet. Further guidance will be provided in the Recruitment and Selection Training.

Adverts will not be placed without an up-to-date Person Specification.

3.8   Submitting a Recruitment Request

3.8.1 When managers wish to fill a vacancy, they must complete a Vacancy Authorisation Request which must be completed via the TRAC system. This form must be completed by the recruiting manager. It will then be approved via the system by the Associate Director, finance and the People Partner before a vacancy can be processed.

3.9   Advertising

3.9.1 Advertisements are an opportunity to present a positive image of the Trust as a good employer so information included should be realistic, factual, and clear and should allow potential applicants to assess whether they have the essential criteria necessary to be considered for the role. The recruiting manager will be responsible for preparing the advertisement based on the information in the job description and person specification and taking account of relevant legal considerations. The advertisement should give

enough information about the job, location, pay band, salary, and minimum essential qualifications/experience to encourage suitable applicants.

Managers must ensure that they use an open and transparent selection process for shortterm vacancies, allow adequate time for people to apply and follow advice on how to conduct interviews provided below. There should be a minimum of 5 days for an advert for roles and a minimum number of applicants for an early closure of an advert. The minimum will be set and agreed in advance to reflect the role, urgency and potential number of applications expected.

3.9.2 Advertisements should be copied and pasted into the TRAC system as the Vacancy Authorisation Request stage.

3.9.3 Under certain occupational requirements, the Trust can specify a certain protected group that we are only accepting applications for. This is usually for male only applications, for example, due to the current workforce configuration in a Ward. This is only in certain circumstance and under the advice and agreement of the Recruitment Team.

3.9.4 If a post has been advertised in the last 3 months, managers can revisit applications if previous offered candidates have withdrawn or the same post becomes vacant again.

3.10   E -Recruitment

3.10.1 All adverts will appear on **www.jobs.nhs.uk** and on our Trust vacancy web pages **http://jobs.bsmhft.nhs.uk** and all applications should be made online. Exceptions can be considered in certain situations, for example a disability that doesn't allow an individual to apply online.

3.11   External Advertising

3.11.1 Advertising externally in a publication may be required for certain types of specialist roles. The Recruiting Manager and the Recruitment Team will agree the correct publication to be used and the fee will be recharged to the Recruiting Manager's budget.

3.12   Closing Dates

3.12.1 The Recruiting Manager should discuss with the Recruitment Team when they wish to close the vacancy. There is no set time scale for a vacancy to be open, although between 5 and 10 days is a standard period.

3.12.2 Due to the high number of applications often received through E- recruitment it is possible to close a vacancy early. All adverts should include the following paragraph: 'This post may close early due to high numbers of applications, so you are advised to apply promptly.' The People Team will monitor responses and will advise managers on number of responses for a decision to be made to close an advert.

3.12.3 **If a post is withdrawn from the recruitment process**

3.12.4 Sometimes, it might be necessary to withdraw a post from the recruitment process, for example if circumstances have changed, funding has been withdrawn, if the role is given to a candidate at risk, organisational change etc.

3.12.5 In this situation, the post will be moved to Outcome in Trac and the Recruitment Team will contact all the applicants to confirm that the role is no longer available with a short explanation.

3.1 Application Forms

3.13.1 The Trust uses the standard NHS application form, from the NHS jobs website and our Trust vacancy pages. All candidates must apply online for all jobs within the Trust. Paper applications will be discouraged unless there are special circumstances.

3.13.2 Recruiting managers will not see any person details about the candidate including name and address until successful candidates have been chosen to promote fairness and equality.

3.14 Shortlisting

3.14.1 Shortlisting is the process of identifying those candidates to be invited for interview; this is done by assessing individuals against the person specification. Shortlisting should ideally be conducted by all members of the interview panel; this panel should remain the same for all applicants. As a minimum, two people should carry out shortlisting individually.

3.14.2 Panel members are responsible for declaring if they have a relationship (business or personal) with an applicant. In this situation, they should not sit on the panel for interview.

3.14.3 The Trac system can filter unsuitable applications prior to shortlisting for example filtering out candidates who do not have the required qualification. The recruiting manager should discuss the possibility of adding pre- filtering questions at the start of the recruitment process with their Recruitment Assistant.

3.14.4 When the advert has closed the Recruitment Assistant will process the vacancy via TRAC. Recruiting Managers will receive an email listing all candidates who have applied for the vacancy and instructions on how to complete the online shortlisting.

3.14.5 At Vacancy Authorisation Request stage, managers must input the shortlisting criteria for the post. This should be based on the person specification and what could reasonably be assessed from the application information (i.e., bearing in mind that candidates will have been advised to address the person specification criteria when completing their application forms). The assessment of subjective criteria, such as an individual's personal attributes or skills is best excluded from consideration at the shortlisting stage and dealt with at interview.

3.14.6 All candidates who meet the essential criteria of the person specification should be shortlisted. However, in a situation where it is impractical to interview all those shortlisted, desirable rated criteria should be used as a means of further selection. The person specification should not be altered in any way to fit any candidate's application. Using the TRAC system, it is possible to sort the applicants from highest to lowest in terms of shortlisting scores. A clear rationale should be provided as to why candidates have not been shortlisted.

3.14.7 Shortlisting should take place within 5 working days.

3.14.8 The Trust has signed up to the 'Disability Confident' scheme. The Trust has given a commitment that any candidate with a disability who meets the minimum criteria for the post must be shortlisted.

3.14.9 TRAC will highlight to managers any candidates who have declared a disability. Shortlisting managers should consider their resources for selection, and shortlist a reasonable number of candidates, which would allow a successful appointment.

3.14.10 Once the shortlisting process is completed the Recruitment Team will be notified of those candidates who should be invited for interview via TRAC.

3.15   The Interview

3.15.1 The Recruiting Manager will need to arrange a date for interview at the start of the process and book rooms etc. Once shortlisting is complete, managers must update the TRAC system with the interview details. The Recruitment Team will set up the interviews in TRAC and communicate with the candidates. Where the candidate has a disability, the Recruitment Team will confirm with them if they have any special requirements at interview. A minimum of one weeks' notice should be provided to applicants invited to interview, where possible.

3.15.2 The interview panel should consist of the members as set in section 3.16, with at least one member having received training in Recruitment and Selection. The panel should ideally include the person to whom the successful candidate will be immediately accountable.

3.15.3 All posts should involve service user representation as part of the selection process i.e., representation on the panel, a focus group, or another selection method. If a representative is not available, then the recruiting manager should raise this to a Senior Manager before proceeding. The Trust has several Service Users who are trained in recruitment, selection and cultural competence. Service users will receive a payment for the time they are involved in a selection process.

3.15.4 At the start of the interview, managers should check the candidate's photographic ID to ensure they are the person presented at the interview. This can be a passport or driving licence. Candidates are advised that if they don't bring their ID, the interview cannot proceed.

3.15.5 In the circumstance that a panel member withdraws from the process due to extenuating circumstances, please contact the Recruitment Team to inform them. A decision will then be made based on the timing etc on whether we can proceed with the process.

3.15.6 All interviews should be structured, with applicants being asked broadly the same questions. Where possible, competency-based questions should be used, which relate to the job description and person specification. Any gaps in employment or training should be explored and the reasons recorded.

3.15.7 The chair of the panel must ensure that a written record is made, and agreed by all panel members, of the candidates' interview performance, using the Trust's interview assessment form. Decisions must be recorded as well as reasons for selection/rejection of candidates. Copies of all confidential documentation relating to the unsuccessful candidates will be retained with the Recruitment Team for twelve months.

3.15.8 Candidates would not normally be offered a rescheduled interview date where they cannot attend the scheduled interview. This would be discussed with the manager on a case-bycase basis.

3.16 Interview Panels

Interview guidelines for hiring manager to ensure we are a values-based organisation.

It's critical to us that we have a workforce that is representative of our community and service users. Not only is that the right thing to do but we know that the benefits of increased diversity and cultural understanding within healthcare organisations are significant, and therefore will directly impact outcomes for our service users. We are embedding our values across all of our people processes and procedures and these new guidelines are part of that work. The way we recruit new people to join us must be fair, transparent and accessible to all. Having a diverse panel is central to making sure that happens.

We have summarised below some key points that will help make sure we get the right people in the right roles. Going forwards, these will form the minimum standard for our interviews. If you are unsure of anything or need any support, please don't hesitate to contact your Recruitment Advisor, who will be happy to help.

Each interview panel must have the following:	For roles of bands 2-7	For roles of bands 8A +
Visible Gender Diversity (outside of EBE & Equity Member)	Yes	Yes
Visible Ethnicity Diversity (outside of EBE & Equity Member)	Yes	Yes
Service user representative* (Expert By Experience)	Minimum x1	Minimum x1
An Equity Member**	Not currently required	Yes

* To arrange this, please   contact Evie Hogshaw

on **evie.hogshaw@nhs.net**

** To arrange this, please contact Lynn Phung on

Lynn.Phung@nhs.net

Please note, the visible diversity consideration should be for the main panel, outside of the EBE and Equity Member.

3.16   Other selection methods

3.16.1 Where it is identified that a selection interview will not sufficiently confirm the skills and abilities detailed in the person specification, managers are expected to seek the advice of the Recruitment Team on other selection methods such as assessment centres, presentations, or written exercises.

3.17   Qualifications and Registrations

3.17.1 All successful candidates who claim possession of qualifications relevant to the appointment are required to produce documentary evidence of the qualifications at their ID appointment with a member of the Recruitment Team. Copies must be retained on file. The necessary documentation in relation to the professional requirement of certain posts must be checked and validated prior to appointment by the Recruitment Team.

3.17.2 All successful candidates who have a professional registration with a licensing or regulatory body in the UK or another country, relevant to their role are required to provide documentary evidence of the registration at interview. The Recruitment Team link will check with the relevant regulatory body (e.g., GMC, NMC) to determine that the registration is valid.

3.19   Supplying the candidate with information

3.19.1 This stage can be crucial in determining whether the candidate will choose to join the organisation and therefore sufficient time should be left at the end of the interview to cover the necessary information.

3.19.2 The interview is an opportunity to provide candidates with information about the job, department and organisation, the terms, and conditions of employment, including any special circumstances such as unsocial hours etc. and opportunities for training and career development. Whilst managers should aim to always portray a positive image of the Trust, they should not make guarantees to candidates at interview which are outside of their jurisdiction.

3.20   Making the appointment

3.20.1 Recruiting Managers must update the TRAC system with the outcome of the interviews.

3.20.2 Once a decision has been made, it is important that the interviewing manager contacts the successful candidate personally and at the earliest opportunity, so that an offer of employment can be made. This should be done by telephone but should then be confirmed in writing as soon as possible by the Recruitment Team, in line with recruitment Key Performance Indicators.

3.20.3 The manager should also contact unsuccessful applicants personally and provide constructive feedback if required based on the notes taken at interview.

3.21   Best Practice on the Recruitment and Selection of People with Lived Experience of

Mental Health Conditions

BSMHFT aims to be an employer of choice for people with lived experience of mental health conditions (including carers and family members). BSMHFT will:

- Recognise the value and insight that people who have personal experience of mental health conditions contribute across all roles.
- Positively promote the recruitment, selection and retention of people with lived experience of mental health conditions.
- Make reasonable adjustments to selection processes where required.

3.21.1 A statement will be posted on all jobs and all job advertisements as follows:

'BSMHFT particularly welcomes applications from people with lived experience of mental health conditions (including carers and family members)'.

To actively encourage people with lived experience to apply, person specifications should include the following statement:

'Lived experience of mental health conditions (including as a carer or family member) would be highly valuable in this post'.

3.21.2 All interview panels for all posts within BSMHFT should include a Expert by Experience (EBE). Recruiting managers should contact the participation and experience team who will identify an EBE. It is the recruiting manager's responsibility to liaise with the EBE regarding arrangements, share the job description and person specification, selection criteria and agree interview questions. Reward and recognition payments and travel expenses are to be met by team budgets in line with BSMHFT's Reward and Recognition Policy for Experts by Experience.

3.22 Pre-Employment Checks

3.22.1 The Recruitment Team will carry out all the pre-employment checks in line with the NHS Employers Standards.

3.22.2 All checks are managed on the TRAC system and managers can log in at any time to review them.

3.22.3 The table below details the level of checks completed:

Type of Candidate	Number of years of reference checks required	Qualifications	DBS Check

External – Non-NHS	3 years	Required	Only in posts requiring DBS
External – NHS	1 year	Required	Only in posts requiring DBS
Internal – Different Team	Current Line Manager	Required	Only if level of DBS required has changed
Internal – Same Team	N/A	Required	Only if level of DBS required has changed

3.23 Disclosure and Barring Service (DBS) Check

3.23.1 DBS guidance outlines the circumstances in which candidates must have had a completed DBS check before their appointment can commence. The Recruitment Team can assistant in determining the level of check required for a role.

3.23.2 DBS checks are carried out via the TRAC system.

3.23.3 External candidates are required to cover the cost of their DBS certificate.

3.23.4 Positive DBSs: In cases where a DBS check highlights previous convictions or cautions, the DBS must be reviewed by the Recruiting Manager and People Partner who will undertake a risk assessment. Further details are provided in the Positive DBS pack which is provided by the Recruitment Team.

3.23.5 DBS Update Service: All applicants who undertake a DBS are also required to sign up to the DBS Update service. This is an online subscription service, and the Trust will cover the cost of the subscription annually. This will be paid into the candidate's bank account when they start. If candidates are already signed up to the Update Service, the Trust will cover the cost of the subscription as well.

3.24 Occupational Health Screening

3.24.1 Occupational Health screening is carried out by our provider, PAM Assistance.

3.24.2 At offer stage, candidates are asked to complete an online questionnaire. If necessary, they may be asked to attend an appointment with the OH Nurse to discuss matters further.

3.24.3 If provided, the Recruitment Team will provide a copy of the consultation report to managers to advise of any adaptions or support needed.

3.23.4 Under the Equality Act, managers have a responsibility to make reasonable adjustments for disabled candidates if raised as part of the OH process. Further help and support can be provided by PAM and your People Partner.

3.25   References

3.25.1 If a candidate is joining the Trust from outside the NHS, offers of employment are subject to receiving satisfactory references covering the last 3 years of employment. For those joining from another NHS organisation, references must cover one year.

3.25.2 For internal candidates moving from a different team, we will just request one reference from the current line manager. If they are moving in the same team, no references are required. If candidates feel it would be difficult to receive a reference from their current line manager, they can speak to the Recruitment Team.

3.25.3 References from friends or family should not be accepted.

3.26   eLearning

3.26.1 All external candidates are required to complete online training by the end of the first week of employment with the Trust. For TSS workers, training should be completed by the end of week two.

3.26.2 The online training is managed by the Learning and Development team who will email out the username and password to candidates.

3.26.3 Candidates must score a minimum of 80%

3.27   Starting Salary

1.   New starters to the NHS are placed on the minimum scale point for their band when they commence employment.

2.   Existing NHS staffs that are already in a post at that pay banding will retain their existing salary and incremental date unless they have chosen to apply for a lower banded post.

3.   Where an individual is promoted within the NHS and moves upwards from one pay band to the next, they move to the appropriate incremental point on the new band, which is bottom of the band unless the person has acted up for 2 years in the Trust or elsewhere within the last 3 years. Agenda for change bandings and the steps within them are based on time spent in a role. The incremental date will change to the start date in the new band.

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.

3.28 Relocation Packages

Under certain circumstances, the Trust can use the Relocation payments for new starters. Further information is available in the Relocation Policy.

3.29 Contract of Employment

3.29.1 It is a legal requirement to ensure that a new member of staff receives a written Statement of Terms and Conditions of Service (Contract of Employment) within 8 weeks of date of commencement in post. This will be sent out by the Recruitment Team once the start date is agreed.

3.30 Induction

3.30.1 Every new employee, including Bank workers, will be required to attend the Trust Induction and have a Local Induction delivered by their manager. A checklist for the local induction will be given to the employee during their Trust induction. The Trust induction is two days and MUST be the start date of an employee.

3.30.2 Managers must ensure they provide a robust local induction for new starters, ensuring that all systems and processes are explain, for example expenses, payroll, local health and safety policies etc. A local induction checklist is provided to managers at Trust Induction.

3.30.3 In extreme circumstances where managers require someone to start before a Trust induction date, they must get approval from an Executive Director.

3.31 Recruitment and Selection Training

3.31.1 There must someone on each interview panel who is Recruitment and Selection trained. Attendees at Recruitment and Selection training are recorded on ESR and the Trac system. The Recruitment Team will carry out spot checks to ensure that this requirement is being met.

3.31.2 The Recruitment and Selection training is held regularly, dates and booking are managed by the Learning and Development Team

3.31.3 To ensure managers are aware of the most up-to-date best practice and legislation, we advise that managers attend the training every 3 years.

3.32 Fixed Term Contracts, Acting up Arrangements, Secondments, At Risk Staff

3.32.1 The process for secondments is outlined in the Secondments Policy

3.32.2 The process for appointing to vacancies when staff are at risk due to organisational change is outlined in the Organisational Change Policy. Any staff who are 'at risk' will be given the opportunity to be considered first for any post where they meet the essential criteria.

3.33   Retire and Return

The recruitment process for individuals who are looking to continue to work for the Trust after retirement is detailed in the Retirement Policy.

3.34   Joining the bank

All nursing band 5 staff and band 3 Healthcare Assistants joining the Trust, will be automatically enrolled on the bank when they start. This will be consistent with their role and substantive pay rate. A substantive member of staff in one of these roles that is auto-enrolled onto the bank is not required to complete a TSS worker agreement form (Bank Registration Agreement for Temporary Workers).

(The Temporary Staffing Department can supply a comprehensive operational protocol on the recruitment, selection, appointment, use and payment of bank and agency workers upon request: please email **bsmhft.temporarystaffing@nhs.net** and request the TTS Operational Protocol).

3.35   Fit and Proper Persons Test

3.35.1 Directors, non-executive directors and senior managers at sub-board level are required to demonstrate that they meet the fit and proper person requirements laid down in the Health and Social Care Act 2008 (Regulation of Regulated Activities) Regulations 2014 as amended by the Health and Social Care Act 2008 (Regulation of Regulated Activities) (Amendment) Regulations 2014). To determine whether the requirements are met, the appropriate checks will be carried out as part of the recruitment process and on an annual basis thereafter.

3.36   KPIs

3.36.1 The Trust has a number KPIs in place monitor and increase the time to hire for posts across the Trust. These are reported monthly and if there are issues with achievement, an action plan will be put into place:

Measure	Target (working days)
Number of days for authorisation from authorisation started to complete	5
Recruiting Managers Time Taken to Shortlist	5

Length of advert	5-10
Vacancy closed to shortlisting sent to manager	1
Shortlisting received to completed	5
Shortlist notification to interview invites sent	2
Interview invite sent to interview date	5-10
Recruiting manager to confirm outcome after interview	2
Interview outcome to offer	2
Conditional offer to unconditional offer	18
Time to hire from vacancy authorisation to booked start date	70
Vacancy created to sending of conditional offer	30

3.37 Honorary contracts

Honorary contracts apply to those employed by another NHS organisation or students from recognised educational establishments who are coming to do a period of work or training within the Trust but will not be on the Trust payroll. Applicants must identify a supervisor or placement lead prior to applying.

- o The Recruitment Team is responsible for ensuring the appropriate checks are in place for anyone coming in on an honorary contract and issuing the honorary contracts.
- o If the applicant's current NHS Organisation or Educational Establishment can confirm the right level of checks has been conducted no further pre-employment checks will be undertaken.
- o If for any reason inadequate confirmation of checks is received, then the relevant checks will be conducted prior to commencing the contract.

3.38 Work Placements

Work Placements apply to individuals who are looking to gain experience in healthcare either as part of a programme of studying or to consider healthcare careers. Applicants should be over the age of 16 for non-clinical settings and over 18 for clinical settings. Any work experience,

including admin and clerical, in clinical settings should not be offered to anyone under the age of 18.

3.40 Notice Periods

Band 2	2 months	Band 6	2 months
Band 3	2 months	Band 7	2 months
Band 4	2 months	Band 8 (a-d)	3 months
Band 5	2 months	Band 9	3 months

Members of staff may resign from their post by giving the required period of notice in writing to their line manager. The resignation letter should detail the effective date of resignation and the date of the employee's last working day if this is different. In most cases the employee will be expected to work out their notice period. A shorter period of notice may be negotiated with the appropriate manager if it is in the interests of the service.

3.41 On-Base Digital Storage.

Once the recruitment process has been completed on the Trac system, the information will be downloaded from Trac onto the trust's digital storage system On-Base, as referenced in the Personnel File Management Policy.

4: Responsibilities

Post(s)	Responsibilities	Ref
Executive Director of Strategy, People and Partnerships	The Executive Director of Strategy, People and Partnerships is the nominated lead for the management of this policy and is directly responsible to the Chief Executive for facilitating the implementation of the policy.	

Recruiting Managers	Recruiting Managers are responsible for implementing the Recruitment and Selection Policy. This includes: • Analyse and review all vacant jobs, considering skills, competencies and experience required for the post. • Ensure the current job description and person specification are still relevant for the post and arrange for Agenda for Change job evaluation if required. • Design and draft the advertisement and complete all necessary recruitment paperwork. • Ensure all applications are assessed fairly, irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation. Applications at shortlisting do not provide any person information or equal opportunity data to ensure the process is fair. Appointments are made on the merits of the individual candidates. • Ensure they have received training in recruitment and selection processes. • Ensure interview notes are factual, clear and legible and include a scoring process for all candidates. • Make offers of appointment and gives good, constructive feedback via telephone to unsuccessful candidates when requested • Ensure that new staff receive local induction
Recruitment Team	• The Recruitment Team is responsible for supporting managers with the end-to-end recruitment process, from placing the advert until the employee starts in post. • The Recruitment Team can provide advice and guidance to any manager involved in the process and in addition, provides regular formal training on recruitment and selection. • It is the role of the Recruitment Team to provide an efficient, professional, and responsive approach to recruitment to enable vacancies to be filled as soon as possible.

5: Development and Consultation:

Consultation summary	
Date policy issued for consultation	February 2023
Number of versions produced for consultation	5

Committees / meetings where policy formally discussed	Date(s)
JOSC	March 2023
PDGM	May 2023
TCSE	July 20 3

Where received	Summary of feedback	Actions / Response
Staff side		
PDMG		

6: Reference documents
Organisational Change Policy
Retirement Policy
Relocation Policy

7: Bibliography:
NHS Employers Pre-Employment Check Standards **www.nhsemployers.org**
Equality Act 2010

8: Glossary:
None

9: Audit and assurance:

A sample of recruitment episodes will be audited within the month against the below criteria and report findings to the Head of Recruitment by the middle of the following month. If the data – through the reporting mechanisms – flags any breaches and anomalies regarding equity or otherwise, the Trust's Chief Executive will be sent an exception report and reserves the right to be able to question each process as a final layer of check and challenge.

Elements to be monitored	Lead	Tool	Frequency	Reporting Committee
Recruitment is taken forward in line with policy	Head of People and Culture	Data obtained from recruitment	Quarterly	People & FPP
Starters and leavers information	Head of People and Culture	Data obtained from Recruitment/People Team	Quarterly	People

Employees recruited in a timely way (including Time to Hire data)	Head of People and Culture	Data obtained from People Team/Recruitment	Monthly & Quarterly	People & FPP
Statistics at each stage of the recruitment process (including demographics of	Head of People and Culture	Data obtained from recruitment	Monthly & Quarterly	People & FPP

successful / unsuccessful candidates)				
Line manager processes information to HR at least one month before start date	Head of People and Culture	Data obtained from People Team/Recruitment	Quarterly	People
Employee is in receipt of all necessary starting information/induction	Head of People and Culture	Data obtained from staff/people team and managers	Quarterly	People

Appendix 1

Equality Analysis Screening Form

A word version of this document can be found on the HR support pages on Connect
http://connect/corporate/humanresources/managementsupport/Pages/default.aspx

Title of Policy	Recruitment and Selection Policy		
Person Completing this policy	XXXX	**Role or title**	**Senior People Partner**
Division	**Corporate**	**Service Area**	**People Team**
Date Started	**December 2022**	**Date completed**	

Main purpose and aims of the policy and how it fits in with the wider strategic aims and objectives of the organisation.
To comply with the statutory requirements and the Trust recruitment needs, in line with it's values

Who will benefit from the proposal?
All staff and service users

Does the policy affect service users, employees or the wider community?   *Add any data you have on the groups affected split by Protected characteristic in the boxes below. Highlight how you have used the data to reduce any noted inequalities going forward*

Does the policy significantly affect service delivery, business processes or policy? *How will these reduce inequality?*

Does it involve a significant commitment of resources? *How will these reduce inequality?*

Does the policy relate to an area where there are known inequalities? (e.g. seclusion, accessibility, recruitment & progression)

Impacts on different Personal Protected Characteristics – *Helpful Questions:*	
Does this policy promote equality of opportunity? *Eliminate discrimination?* *Eliminate harassment?* *Eliminate victimisation?*	*Promote good community relations?* *Promote positive attitudes towards disabled people?* *Consider more favourable treatment of disabled people?* *Promote involvement and consultation?* *Protect and promote human rights?*

Please click in the relevant impact box and include relevant data

Personal Protected Characteristic	No/Minimum Impact	Negative Impact	Positive Impact	Please list details or evidence of why there might be a positive, negative or no impact on protected characteristics.
Age	x			As part of the Equality Act – Age is a protected characteristic, this is not monitored in terms of EDI, however, is collated through our recruitment process, dependent on individual being open about their age. It is anticipated that age will not have an impact in terms of discrimination as this policy ensures that all employees should be treated in a fair, reasonable and consistent manner irrespective of their age
Including children and people over 65 Is it easy for someone of any age to find out about your service or access your policy? Are you able to justify the legal or lawful reasons when your service excludes certain age groups				

Disability	x			Currently we have the Disability and Neuro Diversity Staff Network Group who currently support staff with disability. We also support staff with Reasonable adjustment with the Government 'Access to
				Work' Grant. Therefore, it is anticipated that disability will not have an impact in terms of discrimination as this policy ensures that all employees should be treated in a fair, reasonable and consistent manner irrespective of their disability. This is dependent if the individual feel comfortable about being open about their disability especially where this may be a hidden disability or mental health issues. The current WDES is showing the Trust is ranked in the top 10% nationally in Recruitment and Reporting of harassment, bullying and abuse
Including those with physical or sensory impairments, those with learning disabilities and those with mental health issues Do you currently monitor who has a disability so that you know how well your service is being used by people with a disability? Are you making reasonable adjustment to meet the needs of the staff, service users, carers and families?				
Gender	x			Currently gender is collated and there is a disparity around gender pay gap overall with an increase from 6.99% to 11.17%. It is anticipated that gender will not have an impact in terms of discrimination as this policy ensures that all employees should be treated in a fair, reasonable and consistent manner irrespective of their gender identity. The Trust has now set up a Women's Network who will be meeting on a monthly basis
This can include male and female or someone who has completed the gender reassignment process from one sex to another Do you have flexible working arrangements for either sex? Is it easier for either men or women to access your policy?				

Marriage or Civil Partnerships	x			Although this is a protected characteristic, this is not recorded. It is anticipated that marriage or civil partnership will not have an impact in terms of discrimination as this policy ensures that all employees should be treated in a fair, reasonable and consistent manner irrespective of their marriage or civil partnership. This is dependent
				on staff feeling comfortable about being open about their Marriage or Civil Partnership
People who are in a Civil Partnerships must be treated equally to married couples on a wide range of legal matters Are the documents and information provided for your service reflecting the appropriate terminology for marriage and civil partnerships?				
Pregnancy or Maternity	x			Although this is a protected characteristic, this is not recorded. It is anticipated that pregnancy and maternity will not have an impact in terms of discrimination as this policy ensures that all employees should be treated in a fair, reasonable and consistent manner irrespective of this. However, the Trust will provide necessary support and reasonable adjustment for an employee who is pregnant or on maternity, paternity or adoption leave and this may be pausing the procedure for a temporary time. This is dependent on staff feeling comfortable about being open about their or their partners pregnancy, including miscarriage. We also have started the Women's Network where these matters can be discussed and shared there
This includes women having a baby and women just after they have had a baby Does your service accommodate the needs of expectant and post natal mothers both as staff and service users? Can your service treat staff and patients with dignity and respect relation in to pregnancy and maternity?				

	x			The Trust is working towards a Anti Racist organisation. It is anticipated that Race or Ethnicity will not have an impact in terms of discrimination as this policy ensures that all employees should be treated in a fair, reasonable and consistent manner irrespective of this. This is also dependent on staff feeling comfortable about being open about their heritage or refugee status.
Race or Ethnicity				

Including Gypsy or Roma people, Irish people, those of mixed heritage, asylum seekers and refugees What training does staff have to respond to the cultural needs of different ethnic groups? What arrangements are in place to communicate with people who do not have English as a first language?				
Religion or Belief	x			Although this is a protected characteristic, we have some recorded data and this is subject to staff completing this. The Trust will provide necessary support and reasonable adjustment for an employee and we also have the Spiritual Care Team. It is anticipated that religion or belief will not have an impact in terms of discrimination as this policy ensures that all employees should be treated in a fair, reasonable and consistent manner irrespective of this. This is also dependent on staff feeling comfortable about being open about their religion or belief
Including humanists and non-believers Is there easy access to a prayer or quiet room to your service delivery area? When organising events – Do you take necessary steps to make sure that spiritual requirements are met?				

Sexual Orientation	x			Although this is a protected characteristic we have some recorded data and this is subject to staff completing this. We currently have LGBTQ Staff Network who meet regularly where information is shared. It is anticipated that sexual orientation will not have impact in terms of discrimination as this policy ensures that all employees should be treated in a fair, reasonable and consistent manner irrespective of this
Including gay men, lesbians and bisexual people Does your service use visual images that could be people from any background or are the images mainly heterosexual couples? Does staff in your workplace feel comfortable about being 'out' or would office culture make them feel this might not be a good idea?				
Transgender or Gender Reassignment	x			Although this is a protected characteristic, this is not recorded. It is anticipated that Transgender or Gender Reassignment will not have

				an impact in terms of discrimination as this policy ensures that all employees should be treated in a fair, reasonable and consistent manner irrespective of this. This is also dependent on staff feeling comfortable about being open about their being Transgender or undergoing Gender Reassignment There is also a Trans and Non Binary Policy to support this
This will include people who are in the process of or in a care pathway changing from one gender to another Have you considered the possible needs of transgender staff and service users in the development of your policy or service?				
Human Rights			x	The policy protects human rights
Affecting someone's right to Life, Dignity and Respect? Caring for other people or protecting them from danger? The detention of an individual inadvertently or placing someone in a humiliating situation or position?				

If a negative or disproportionate impact has been identified in any of the key areas would this difference be illegal / unlawful? I.e. Would it be discriminatory under anti-discrimination legislation. (The Equality Act 2010, Human Rights Act 1998)				
	Yes	**No**		
What do you consider the level of negative impact to be?	**High Impact**	**Medium Impact**	**Low Impact**	**No Impact**

If the impact could be discriminatory in law, please contact the **Equality and Diversity Lead** immediately to determine the next course of action. If the negative impact is high a Full Equality Analysis will be required.

If you are unsure how to answer the above questions, or if you have assessed the impact as medium, please seek further guidan ce from the **Equality and Diversity Lead** before proceeding.

If the policy does not have a negative impact or the impact is considered low, reasonable or justifiable, then please complete the rest of the form below with any required redial actions, and forward to the **Equality and Diversity Lead.**

Action Planning:
How could you minimise or remove any negative impact identified even if this is of low significance?
Leads will work with the organisation to reduce impact of any detriment experienced by reports of concerns
How will any impact or planned actions be monitored and reviewed?
Feedback from reporters of concerns, escalating concerns through governance routes. Regular audits and policy updates, communication to managers through Operational Meetings
How will you promote equal opportunity and advance equality by sharing good practice to have a positive impact other people as a result of their personal protected characteristic.
Communications plan and trust wide promotion in ways accessible to ALL staff without the reliance upon electronic communications

Please save and keep one copy and then send a copy with a copy of the policy to the Senior Equality and Diversity Lead at bsmhft.edi.queries@nhs.net. The results will then be published on the Trust's website. Please ensure that any resulting actions are incorporated into Divisional or Service planning and monitored on a regular basis