

Recruitment and Selection Policy

May 2017

HR Policy:	Recruitment and Selection
Date Issued:	May 2017
Date to be reviewed:	3 years or if statutory changes are required

Policy Title:	Recruitment and Selection Policy	
Supersedes:	Previous Recruitment and Selection Policies	
Description of Amendment(s):	Amended Policy for CCG employees	
This policy will impact on:	All staff	
Financial Implications:	No change	
Policy Area:	HR	
Version No:	1	
Issued By:	eMBED Health Consortium Workforce Team	
Author:	HR Policy Lead - adapted for local use by eMBED Health Consortium on behalf of Hull CCG	
Document Reference:		
Effective Date:		
Review Date:	May 2020	
Impact Assessment Date:		
APPROVAL RECORD	Social Partnership Forum Policy Sub Group	28 April 2017
	Social Partnership Forum	28 April 2017
	Governing Body	
Consultation:	All Staff via intranet	30 January 2015
SLT Members	Consultation:	5 January 2015

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1. POLICY STATEMENT

- 1.1 The NHS Hull Clinical Commissioning Group (the CCG) Recruitment and Selection Policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently.
- 1.2 The CCG recognises the need for equality and diversity within the workforce and promotes equality and diversity issues and awareness. Recruitment in the CCG will be dealt in line with this policy. The CCG will be responsible for ensuring that all recruitment activities are carried out in line with the principles of equal opportunities and in conjunction with the eMBED workforce team as appropriate.
- 1.3 The CCG endeavours to be an equal opportunities employer and has taken measures to ensure that any opportunity for discrimination during the recruitment process is minimised. Personal information is removed from application forms prior to short listing and is used for monitoring purposes only. We will also ensure that objective selection criteria are used, the decision making process is recorded and it can be demonstrated that appointments are made on merit.
- 1.4 The CCG will ensure that all employees who are responsible for undertaking recruitment and selection are suitably trained and have the necessary knowledge and skills.
- 1.5 Recruitment and selection is carried out in accordance with all relevant legislation and NHS Check Standards.
- 1.6 The CCG uses the Disclosure service provided by the Disclosure & Barring Service (DBS) to assess applicants' suitability for eligible posts (see Disclosure and Barring Service procedure for further details). The CCG complies fully with the DBS Code of Practice and undertakes to treat all applicants fairly. The CCG also undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information received.
- 1.7 Data is held and destroyed in line with the Data Protection Act 1998. Only information essential to the recruitment decision will be obtained and will be kept in accordance with the Act.
- 1.8 This policy will apply to all employees with agenda for change terms and conditions of employment.

2. PRINCIPLES

- 2.1 This policy will be communicated to staff via team meetings/team brief and will be available for staff on the intranet.
- 2.2 Training and support will be available to all Line Managers in the implementation and application of this policy

3.0 IMPACT ANALYSES

3.1 Equality

In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation.

In developing this policy, an Equality Impact Analysis has been undertaken and is attached at Appendix 1. As a result of the initial screening, the policy does not appear to have any adverse effects on people who share protected characteristics and no further actions are required at this stage other than usual workforce monitoring arrangements. Review of the local population has also taken place and the policy does not have any adverse effects on these protected characteristics

The application of this policy will be monitored alongside recruitment monitoring data to ensure fair application.

3.2 **Bribery Act 2010**

The CCG follows good NHS business practice as outlined in the Business Conduct Policy and has robust controls in place to prevent bribery.

Under the Bribery Act 2010, it is a criminal offence to:

- Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and
- Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.

Due consideration has been given to the Bribery Act 2010 in the development of this policy document and consistent application of this policy will mitigate bribery in relation to this policy.

4 **SCOPE**

4.1 This policy applies to all recruitment to vacant posts in the CCG.

5 **POLICY PURPOSE & AIMS**

5.1 This policy and procedure is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently.

5.2 The CCG actively promotes equality of opportunity for all and welcomes applications from a wide range of candidates

5.3 The CCG complies fully with the NHS Employment Check Standards and the Disclosure & Barring Service (DBS) Code of practice and undertakes to treat all applicants in the same way at each stage of the process (see **Policy on Recruiting Ex-Offenders**)

5.4 In accordance with NHS Employment Check Standards the CCG will undertake document

checks on every prospective employee and staff in ongoing NHS employment. This includes permanent staff, staff on fixed term contracts, secondments, Board and Lay Member appointments, volunteers, students, trainees, and apprentices. Where temporary staff are engaged through an employment agency, the agency will be responsible for providing evidence that all checks have been carried out to meet the requirements of the NHS Employment Check Standards (see the **Agency Worker Guidelines** for further information).

6 ROLES / RESPONSIBILITIES / DUTIES

6.1 Recruiting Managers are responsible for:

- Providing full details of the vacancy, e.g. draft advertisement, job description and person specification to the eMBED Workforce Team
- Arranging interview dates, and panel membership
- Conducting interviews, and providing feedback to candidates
- Providing details of successful candidates to the eMBED Workforce Team
- Recruiting staff by applying the full requirements of this policy, including but not limited to, the aspects relating to equality of opportunity and fairness and documenting decisions accordingly.

6.2 The eMBED Workforce Team is responsible for:

- Placing all advertisements, and the administration of recruitment processes
- Liaising with CCG recruiting managers and applicants to ensure that a professional, efficient and timely recruitment service is provided
- Advising on selection methods
- Raising any concerns with the Recruiting Manager should any complaints or issues of unfairness or failure to apply this policy be raised.

7 IMPLEMENTATION

7.1 This policy will be communicated to staff via team meetings/team brief and will be available for staff on the intranet.

7.2 Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the CCGs disciplinary procedure.

8 TRAINING & AWARENESS

8.1 A copy of the policy will be available on the CCG intranet. Training needs will be identified via the appraisal process and training needs analysis.

9. MONITORING & REVIEW

9.1 The policy and procedure will be reviewed and audited periodically by the eMBED Workforce Team in conjunction with the senior leadership team and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

10 ASSOCIATED DOCUMENTATION

10.1 This Policy should be read in conjunction with the following policies:

- Recruitment and Retention Premia
- Starting Salaries Policy
- Temporary Promotion Policy
- Secondment Policy
- Recruitment of Ex-Offenders Policy
- Redeployment Policy
- Travel and Expenses Policy
- Relocation Policy
- Disciplinary Policy

11. IDENTIFYING A VACANT POST

Before deciding to fill a vacancy and progressing to the next stage of the recruitment process there are a number of questions to be asked.

- Can the work itself be eliminated?
- Can the work be absorbed by re-organising existing resources?
- Is there still a job to be done?
- Is it the same job as was done previously?
- Can skill mix be considered as an alternative?
- Will the job be permanent or temporary?
- Can the vacancy be covered with a temporary secondment?
- Is this one vacancy or can a single process be used to fill this and subsequent vacancies?
- Are you recruiting solely to fill this particular post or are you looking for somebody with promotion potential?
- Will the CCG offer relocation expenses? For further information see the relocation policy.

12. APPOINTING TO A VACANT POST WITHOUT ADVERTISING

If a post becomes available on a temporary basis due to such reasons as maternity or long-term sickness cover, the recruitment and selection process must be followed when selecting an employee to cover the vacancy. In such circumstances, it may be appropriate to recruit to the vacancy from a specific group of staff, for example, where the post is of a specialist nature.

13. RING FENCING

The 'ring fencing' of vacancies would normally only apply where certain jobs are at risk. For further information on this, please see the **Redeployment Policy**. Where managers are considering 'ring fencing' vacancies for any other reason they must first discuss with the workforce manager and staff side prior to doing so.

14. COMPILING A JOB DESCRIPTION AND PERSON SPECIFICATION

14.1 Having established that a vacancy exists, a job description and person specification must then

be prepared for the post. If it is an existing post then the current job description and person specification must be reviewed and any necessary changes made.

- 14.2 The job description must summarise the role and responsibilities of the post in a concise and accurate way.
- 14.3 The person specification defines the qualifications, skills, experience, aptitudes etc. that are required by a person to fulfil the role. The criteria must be categorised as either essential (the minimum standards required to perform the job adequately) or desirable (the standards which will enable the person to perform the job more effectively). The criteria used should be competency based to enable candidates to demonstrate at interview how they have used particular skills previously.
- 14.4 The job description must be prepared along with the person specification and evaluated in line with NHS Job Evaluation procedures.
- 14.5 It is important that the criteria used in the person specification are completely justifiable in order to demonstrate that decisions are made solely on merit.

15. ADVERTISING A VACANCY

- 15.1 All jobs will be placed on the NHS jobs website and all applicants are required to apply on-line
- 15.2 Where additional external advertising is appropriate, the recruiting manager must establish the most efficient and effective method of advertising e.g. newspapers and/or professional journals etc.
- 15.3 Where appropriate the CCG will share vacancies with local Community Groups, local media, Job Centre. The CCG is keen to recruit, where possible, within the local population, However there may be roles where local recruitment is unsuccessful due to specialist skilled roles so alternative media advertising may be sought and will be based on cost vs value of this recruitment. Consideration must be made to the advertising of vacancies and included within the advert request.
- 15.4 Where a vacancy is to be advertised internally only, this will be done in line with local procedures.
- 15.5 Vacancies which are advertised and are time limited e.g. fixed term contracts Can be advertised as fixed term and Secondment opportunity or just Secondment opportunity. Any current NHS employees will only be offered a secondment opportunity for a time limited position e.g. maternity leave, short term funding etc. It needs to be made clear in the advert, verbally when offering the post and within the letter of appointment and contract to the successful candidate. The reason for both the Fixed Term and the Secondment role will need to be included throughout the process and in the advert, offering post, appointment letters and contract e.g. maternity leave cover, secondment of substantive post holder, sickness etc. Additional guidance is available within the Recruitment Manager Guidelines.
- 15.6 The CCG is committed to ensure fairness and equality during recruitment activities. All adverts which the CCG publish state the following:

- The CCG is positive about employing people with disabilities. If you require your application in a different format please contact the Workforce Team as soon as possible.
- The CCG is positive about mental health and has mechanisms in place to support and guide potential job applicants.
- The CCG are an Equal Opportunities employer and welcome applications from all sections of society regardless of disability, age, gender, ethnicity, sexual orientation, race, religion or belief.

16. SELECTION PROCESS

Those involved in the recruitment interview must ensure they focus on the needs of the job and skills needed to perform it effectively and make notes throughout. Process to be followed can be found in the Appendices to the Policy

17. PRE-EMPLOYMENT CHECKS

All pre-employment checks will be undertaken in accordance with NHS Employment Check Standards as follows:

- verification of identity checks for all interviewed candidates
- medical clearance for all candidates
- receipt of satisfactory references (2 for external candidates and 1 for internal candidates unless employed by the organisation for less than 3 years then 2 will be required)
- proof of right to work checks
- evidence of satisfactory DBS check where appropriate
- proof of relevant qualifications and registration where appropriate

18. STARTING SALARY AND INCREMENTAL DATES

All new employees, or employees who move to a different post within the organisation, must be appointed on a salary point in the relevant band in accordance with NHS Terms and Conditions of Service and the **Starting Salaries Policy**.

19. WITHDRAWING AN OFFER OF EMPLOYMENT

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

20. MAKING REASONABLE ADJUSTMENTS

- 20.1 If a disabled candidate is selected for appointment, the need for reasonable adjustments to the role will need to be discussed with the individual concerned. Where it is agreed that reasonable adjustments need to be made this must be discussed with Occupational Health and the Workforce Manager.

20.2 In order to establish what adjustments are required, and whether these adjustments are reasonable, the recruiting manager must complete the CCG's disability pro forma with the candidate concerned.

21. RESERVE CANDIDATES

Where more than one candidate meets the selection criteria the panel may decide to list second and third choice candidates. Where the first choice candidate is unable to take up employment, for any reason, the second candidate may be offered the position and so on. Reserves may be held for a period of 3 months and if there is the requirement to fill the same post during that period the reserve candidate may be offered the position without having to repeat the recruitment process.

22. FEEDBACK

Feedback must be made available to all applicants following the interview stage of the recruitment process. Feedback will be provided by a member of the interview panel.

23. COMPLAINTS

If an applicant is unhappy with the outcome of their feedback, or any stage of the recruitment and selection process they can address their concerns, in writing, to the eMBED Workforce Services Supervisor. Where the Workforce Services Supervisor is involved in the recruitment and selection process, concerns should be addressed to the Director of Human Resources and Organisation Development. Information on how to make a complaint will be included with job information packs.

24. EXPENSES

Agreement to pay candidates interview expenses must be approved by the recruiting manager prior to interview. The recruiting manager is responsible for informing candidates of the process and handling the associated internal administration. Candidates must complete a Travel and Expenses Claim Form and Registration Form in order to facilitate payment. Payments will be made by BACS through the payroll system, never by cash. Reimbursement of expenses shall not be made to employees who withdraw their application or refuse an offer of appointment. Please refer to the CCG **Travel and Expenses Policy** for further information.

APPENDICES

Appendix 1 Recruiting Manager Guidelines and documents

Appendix 1				
RECRUITMENT MANAGER GUIDELINES				
Recruitment Task / Stage	Required Inputs for Task	Task Description	Tools Required to Achieve Task	Timescale for Each Step
1. Advert Required	Recruiting Manager	<p>To advertise a Post, you will need to provide the Recruitment Team with the following information:</p> <p>Job description & person specification (if this is a new post, or if there are significant changes, then this will need to go through the job evaluation process, which is described separately)</p> <p>Advert (please complete all sections including DBS and interview date (if known as promote efficiency and give improved information). This needs to be authorised by Chief Officer or Chief Finance Officer)</p> <p>Plan in a Shortlisting date (Ideally within 5 days of the closing date).</p> <p>Desired amount of applicants required, in case of high volume of applicants.</p>	 Hull CCG Job Description <hr/>  Hull CCG Advert Template	
	Recruitment Team	<p>The Job Description and advert should be sent to the Recruitment Mailbox embed.recruitment@nhs.net The recruitment team will action your request upon receipt.</p> <p>The recruitment team will place the advert on NHS jobs and notify the recruiting manager by email when the advert is live. The email will include a link to the live job advert.</p>	Via E-mail	Within 2 days of initial request to advertise.

	Recruitment Team & Recruiting Manager	The recruitment team will monitor the number of applications and contact the recruiting manager once the desired amount has been reached to discuss closing the post early.	Via email/phone	During live advertising period
2. Shortlist	Recruitment Team	<p>Once the post has closed you will receive an email from the recruitment team to advise that the applications are now available for shortlisting via NHS jobs.</p> <p>All Shortlisting must be completed online and instructions on how to do this will be provided within the content of the email.</p> <p>*You must provide reasons for not shortlisting candidates*</p> <p>The email from the recruitment team will also contain an interview schedule form. When completing the form please include details of the interview panel, venue, times and length of each interview.</p> <p>If you wish the candidates to give a presentation, please also provide details of this on the form along with a contact email address for these to be sent to prior to interview. Please ensure that you allow candidates adequate time to prepare the presentation in advance the interview</p> <p>Please ensure at this stage that you print and keep copies of applications forms for those candidates who you have shortlisted as you will require these at interview.</p> <p>Note: The CCG takes a positive approach to disability and operates a Guaranteed Interview Scheme to all disabled applicants who meet the job criteria.</p>	<p>Via email</p> <p> Hull CCG Interview Schedule Form</p>	By 5pm the day after closing.

		Once shortlisting has been completed please return the interview schedule form to the recruitment team at embed.recruitment@nhs.net	Via email	
3. Pre-Interview	Recruitment Team	Upon receipt of the interview schedule the recruitment team will contact all candidates by phone to confirm interview date, venue and time and ask if any adjustments are required to attend the interview.	Via phone	Day of receipt
		<p>The recruitment team will then email the candidates to confirm the details discussed and any adjustments required.</p> <p>The recruitment team will pursue any candidates who have not confirmed attendance to interview until all attendance has been confirmed/declined.</p> <p>The interview pack will be emailed to the panel members to print off and copy as required.</p> <p>This will include:</p> <ul style="list-style-type: none"> • Interview Score Sheet • Notification of Appointment form • Occupational Health Form 	<p>Via email</p> <p>Via phone/email</p> <p>Via email</p> <p> Hull CCG Interview Score Sheet</p> <p> Hull CCG Notification of Appointment Form</p> <p> Hull CCG Occupational Health F</p>	2-3 days before interview date.

		<ul style="list-style-type: none"> • Interview Checklist • Job Description 	 Hull CCG Interview Checklist As Previous	
	Recruiting Manager	<p>You will note in the interview checklist that all candidates will be asked to bring certain information, e.g. proof of identity, right to work in the UK, and qualifications with them to interview.</p> <p>You will need to take a copy of this information, and sign each document to confirm that you have seen the original documents and return this to the recruitment team.</p> <p>Details of acceptable ID documents will be provided in the interview pack (see Interview checklist).</p> <p>We are unable to confirm start dates with candidates until a copy of their ID has been provided to the recruitment team.</p>		
	Recruitment Team	<p>If you are unable to take copies at interview or the documentation has not been signed to say the originals have been seen, the recruitment team will ask the appointed candidate to arrange an appointment in order to verify these documents.</p> <p>The recruitment team will contact all candidates who were not successfully shortlisted.</p>	Via NHS Jobs	Day Prior to Interview
4. Interview	Recruiting	Interviews take place		

	Manager	Note: consider any required adjustments		
5. Post Interview	Recruiting Manager	<p>Following interviews, please complete the Notification of Appointment Form and return to the recruitment team via embed.recruitment@nhs.net</p> <p>Please notify all unsuccessful candidates following interview.</p> <p>If you wish to hold any candidates on reserve (see paragraph 13.18 of the policy) please clearly indicate this to the recruitment team</p>	<p>Via email</p> <p>Via phone</p> <p>Via email/post</p>	As soon as possible following interview
	Recruitment Team	<p>Please return all interview paperwork (i.e.: Score sheets, questions etc.) to the recruitment team, including unsuccessful candidate's documents. The recruitment team will keep for a period of 12 months post interview.</p> <p>The conditional offer letter to the successful candidate will be sent within 2 days of receipt of the Notification of Appointment Form.</p> <p>The pre-employment checks will also be initiated at this point</p>	<p>Via email/post</p> <p> Hull CCG Conditional Offer Letter</p>	Within 2 days of receipt of notification of appointment form
6. Pre Employment Checks	Recruitment Team	<p>Pre-employment checks to comply with the NHS Check Standards include:</p> <ul style="list-style-type: none"> • Identity and Right to work (if not checked at interview) • Occupational Health Check 		

		<ul style="list-style-type: none"> References x2 (external candidate) x1 (internal candidate) <p>The Recruitment Team will request and follow up all references. Once a reference is received this will be sent to the Recruiting Manager who will be asked to confirm that this is acceptable. Detailed across are our timescales for chasing references.</p> <ul style="list-style-type: none"> Stage one reference request.(Initial request) Stage two reference request. Stage three reference request. Stage four reference request (Contact candidate & ask them to chase referees advise no offer of employment without) 	Via email/phone	
		<ul style="list-style-type: none"> Qualification and Registration checks (where applicable) Criminal Record Check with the Disclosure and Barring Service (DBS) where applicable 	Via email/phone	
	Recruiting Manager	Appointments will not be confirmed, and start dates must not be agreed until all the above checks have been completed. The recruiting manager will receive a copy of the Occupational Health Check and must discuss with the candidate any reasonable adjustments which may need to be made.		
	Recruitment Team	Once all checks have been completed, the recruitment team will inform the recruiting manager, who is responsible for agreeing a start date with the individual and informing the recruitment team of this.		

		<p>The recruitment team will then issue the final offer letter, including, where possible the employment start date.</p> <p>Once the employment start date has been arranged the recruitment team will send you a HR2 New Starter Form</p> <p>Please complete the HR2 New Starter form with the employee on their first day and return to the workforce inbox embed.recruitment@nhs.net</p>	 Hull CCG Final Offer Letter	
		<p>The employee will then be added to the payroll system</p> <p>Please note all employees will be paid monthly in arrears by bank transfer on the 27th of the month, or nearest previous working day.</p>	 Hull CCG HR2 New Starter Form	
		<p>If the employee's start date is before the 09th of the month and the HR2 notification of appointment form has been submitted to the Workforce team before this date they will receive pay that month.</p> <p>If the employees start date is after the 09th of the month they will not receive pay until the following month (exceptions may occur e.g. Christmas)</p>		
7. Contract	Recruitment Team	Contracts of employment will be issued to employee	Via post	Within 8 weeks from start date