



Recruitment and Selection Policy

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1. Scope of Policy

- 1.1 This policy and procedure applies to all staff appointments within the Trust. The successful recruitment and selection of quality staff is a key objective of the Trust to support the delivery of care. The aim is to recruit high calibre staff possessing the skills and values consistent with the objectives and values of the Trust. This requires the Trust to ensure that best practice recruitment and selection principles are adhered to and to ensure that any discriminatory barriers to employment and advancement are removed.
- 1.2 The Trust values and respects the diversity of its employees, and aims to recruit a workforce which represents the communities that it serves. The Trust welcomes applications from all sections of the community, and ensures that all applicants are treated fairly at every stage of the recruitment process. The Trust has a legal responsibility to ensure that no unlawful discrimination occurs and this policy explains how the Trust ensures that all job applicants are not discriminated against on the grounds of their race or ethnicity, gender, gender reassignment, disability, age, religion and belief, sexual orientation, marriage and civil partnership, and pregnancy and maternity, as outlined within the Equality Act (2010).
- 1.3 The Trust is committed to the employment and career development of people with disabilities. To demonstrate this commitment, the Trust use the Disability 'Two Ticks' symbol awarded by JobCentre Plus. As an approved symbol user, we guarantee an invitation to the first stage of the selection process, which may be either an assessment centre or panel interview, dependent upon the role applied for, to any applicant with a disability whose application meets the minimum essential criteria for the post, where the relevant required reasonable adjustments can be made.
- 1.4 The Trust is legally obliged to collect and report on monitoring information from all job applications received on ethnicity, disability, gender, sexual orientation, religion and belief, and age.
- 1.5 The recruitment standards laid down in this policy comply with NHS Employers NHS Employment Check Standards (2008) and assist managers in the provision of a systematic, robust, effective framework for recruitment and selection in a non-discriminatory manner.
- 1.6 The Trust believes that the selection for a particular position is based on relevant qualification, experience, aptitudes and appropriate assessment of an individual's potential for future development. The process is designed to ensure that objective measurable criteria are applied to the selection of candidates.
- 1.7 It is the responsibility of Directors and Managers to ensure that this policy is upheld at all times.

2. Definitions

2.1 Acting Up

- 2.1.1 Acting Up refers to a short period of time where an individual is covering work of a more highly paid post. Internal advertisements, time permitting, will promote these opportunities. Staff will normally be paid full salary unless the full range of duties are not being carried out, at which time the increase will be negotiated individually.

- 2.1.2 Acting Up periods will normally last less than six months and will be subject to quarterly reviews, in accordance with Agenda for Change Terms and Conditions of Employment. Periods may be longer subject to organisational requirements. Should any extension to an acting up role be required for a period further than 6 months the appointing manager should liaise with their HR Advisor. No automatic transition from acting up to permanent status is allowed, in this case the post will need to be advertised.

2.2 Secondments

- 2.2.1 Secondments offer development opportunities by which an employee may broaden their experience. Usually people will be seconded in the direction of different or more demanding work, perhaps with more responsibility, though there is nothing in principle against being seconded to a position with less demanding duties. Prior to taking up a role on a secondment basis, members of staff must ensure they have the approval of their current line manager. If a manager does not approve the secondment of a member of their staff to another role, valid reasons for such a decision must be provided. Further information can be obtained by the existing Secondment Policy.

3. Roles and Responsibilities

3.1 Appointing Managers

- 3.1.1 Appointing managers must ensure that the recruitment process is managed wholly in accordance with the content of this policy, including appropriate constitution of the selection panel, effective management of the recruitment process, verification of the identify of candidates is carried out on commencement of the interview process and, ultimately, reaching an appointment decision. It is the responsibility of the Appointing Managers to retain a copy of the HR01.
- 3.1.2 It is the responsibility of the appointing managers and the HR Department to agree the relevant timescales of the recruitment process prior to any vacancy being advertised.
- 3.1.3 All managers and staff who are involved in the recruitment process must be trained adequately and understand clearly the consequences of poor recruitment practices. Managers and staff must ensure that throughout the recruitment and selection process no discriminatory practices occur.
- 3.1.4 It is the responsibility of the appointing manager to arrange for shortlisting and interview panel members to be available for the recruitment and selection process.
- 3.1.5 Appointing managers are encouraged to seek advice, guidance or assistance from the HR Department at any stage during the recruitment and selection process. HR representatives may participate in selection panels where appropriate.

3.2 Human Resources Department

- 3.2.1 The HR Department will provide advice and support to the appointing manager throughout the recruitment and selection process.
- 3.2.2. It is the responsibility of the HR Department to transfer the required information /documentation onto the ESR System and create a personal file for every new employee.

4 The Vacancy

4.1 When a vacancy arises managers should take time to review the duties and responsibilities of the post and consider whether there is a continued need for the post. They should consider if they need to:

- Is it a new post or is it a replacement?
- Re-examine or re-allocate the duties
- Re-assess the skills needed
- Re-assess the grade
- Adjust the hours or working pattern
- Fill the vacancy on a permanent or fixed-term basis (Guidance on fixed-term contracts is available from the HR Department)

The Trust's commitment to flexible working arrangements opens up career opportunities for individuals who may not be in a position to work full time. Careful consideration must be given to whether a particular post can be job shared, worked on a reduced number of hours, or worked in a more diverse working pattern. The appointing manager must have clear and justifiable reasons should none of the above is possible.

4.2 A Vacancy Requisition Form (HR01) must be completed and authorised by the appointing manager and forwarded to the central recruitment inbox (recruitment@neas.nhs.uk) of the HR Department before any action can be taken. This should be accompanied by the following documentation:

- A current job description
- person specification
- draft advertisement

The HR01 form should be completed, printed, signed by the appointing manager and the appropriate Executive Director, scanned and forwarded by email to the above email address.

The job description and person specification should be supplied in electronic format. Copies of job descriptions and advert templates can be provided by the HR Department.

4.3 To allow redeployment of existing staff whose posts are at risk, such staff would take priority when vacancies arise. As a minimum requirement the above members of staff must meet the essential criteria of the post they are to be redeployed to.

5 Advertising

5.1 All vacancies will be advertised on the NHS Jobs website and Trust Intranet, either internally only or internally and externally. For some specialist posts or if a vacancy is difficult to fill, the appointing manager can seek approval from the HR Department for the position to be advertised on an external publication or website other than NHS Jobs.

5.2 Subject to organisation requirements, short term posts up to 3 months may not necessarily be advertised. Such posts will be closely monitored by the HR Department and the relevant HR Advisor should be consulted prior to any action being taken.

- 5.3 Job Adverts shall be developed by the appointing manager from the vacancy job description and person specification, reflecting the realistic requirements of the post with regard to skills, qualifications and experience and shall not include any unjustifiable requirements. Advice on the development on job adverts can be provided by the HR Department.
- 5.4 In circumstances where it is envisaged that there will be a high number of applicants consideration should be given to including filtering questions attached to the vacancy on NHS jobs. Filtering questions act as pre-screening facility identifying applicants that do not meet the criteria for the post based on the information provided by the applicant. Advice is available from the HR Department.
- 5.5 The closing date for applications will normally be a minimum two weeks per recruitment campaign. The Trust reserves the right to close a vacancy prior to the initially identified closing date should a sufficient number of applications is received. The Trust will contact all applicants via email by NHS Jobs and inform them whether their application has been shortlisted or not.
- 5.6 When appropriate, Clearing House systems for employees or NHS organisations subject to change will be adhered to (i.e. prior to any external recruitment).

6 Applications

- 6.1 For all vacancies advertised by the Trust applications should be completed and submitted online on the NHS Jobs website. However, exceptions must be made in line with the Equality Act (2010) in which case applicants with a disability preventing them from completing an online application can request a paper application form by contacting the HR Department.
- 6.2 Where an employee is subsequently discovered to have been dishonest on their application form about a matter which was material in the decision to offer them employment e.g. qualification levels, previous convictions, then the Trust will view this as a Breach of Trust and disciplinary action may be taken which may result in dismissal.
- 6.3 Equality monitoring information is collated from all job applications (as outlined in section 1.4) and this is published annually in the Trust's Annual Equality report.
- 6.4 If a candidate is unsuccessful at any point during the recruitment and selection process, they will not be permitted to apply for the same role for a period of up to 3 months, depending on the vacancy and the time required for development. Exceptions will be made on the occasions where candidates have been unsuccessful at obtaining a post, but they were however deemed as appointable during the recruitment and selection process. This will be confirmed by re-visiting the relevant documentation.

7 Shortlisting

- 7.1 The individual(s) responsible for shortlisting will be identified on the HR01 form. This will either be the appointing manager or a nominated deputy.
- 7.2 The basis for short-listing applicants for interview must relate clearly to the person specification of the role. All applicants who meet the essential criteria on the personal specification should be considered for interview. It may however, be necessary to limit the amount of short listed candidates due to a high number of applications for a

particular post and further shortlisting can take place based on the desirable criteria of the person specification. Interview questions should also be agreed at this stage.

- 7.3 The shortlisting panel should expect to receive notification to initiate shortlisting by no later than 3 working days after the closing date. Shortlisting will be carried out online on the NHS Jobs website. It should be completed by no later than 5 working days from closing date of the advert. Shortlisting can commence while the advert is still live upon receipt of applications and a request can be sent to the HR Department to make the necessary arrangements.
- 7.4 The shortlisting panel will indicate on the NHS Jobs website the reason for an application not being shortlisted.
- 7.5 Successfully short listed candidates will be notified by the HR Department and will be provided with information regarding assessment and interview details.
- 7.6 The Trust is committed to accreditation of the Disability 'Two Ticks' Symbol, awarded by JobCentre Plus, a key requirement of which is that all disabled candidates who meet the minimum essential criteria detailed in the person specification will automatically be short listed and either invited for an interview or the first stage of the recruitment process, for example an assessment centre, dependent upon the role.
- 7.7 Acceptance of late applications following the closing date is at the discretion of the appointing manager.

8 Selection Process

- 8.1 The aim of the selection process is to appoint the candidate who, in the opinion of the selection panel, is the candidate most able to perform the duties laid down in the job description by reference to the person specification and KSF outline if applicable.
- 8.2 Selection for posts will be based solely on objective criteria laid down in the person specification and KSF outline if applicable for the post. Appointing officers have the responsibility, in conjunction with the selection panel, to ensure the criteria being used is not indirectly discriminatory and that any measurement is undertaken objectively.
- 8.3 Ideally all members of the interviewing panel (including service users or carers) should have attended training courses on Recruitment and Selection and Equality and Diversity. As a minimum the appointing manager must have attended this training.
- 8.4 Specific guidance on the selection process is contained within the Recruitment and Selection Procedure Notes (Appendix 2).

9 Selection Assessments

- 9.1 Following shortlisting, the next stage of the selection process may include some form of assessment, other than interview or presentation. Where possible competency based interviews should be used. Should appointing managers require assistance with the preparation of interview questions advice can be provided by the HR Department.
- 9.2 The Trust may use additional assessment methods such as online literacy, numeracy or psychometric tests as part of its selection process. Tests must be administered by appropriately trained staff.

- 9.3 For Control and Operational posts (including Ambulance Care Assistants, Urgent Care Assistants, Technicians and Paramedics) assessments can include the following:

Written tests
Psychometric tests
Ability tests
Driving tests

- 9.4 For all Senior Manager and Director positions a full assessment centre approach will be applied. This should where possible include the involvement of panel members either external to the organisation or the area of work where the role sits.
- 9.5 Where applicable, candidates will be entitled to receive feedback from the assessment process. This should be requested from the HR Department.
- 9.6 Prior to attendance at any of the above assessments, all applicants must be asked to inform the Trust if they have a disability or other condition which requires any reasonable adjustments to be made to the recruitment process, such as wheelchair access to an interview, enlarged paper tests to be provided instead of online tests, additional time to be allowed when completing psychometric tests, etc. Wherever possible, these adjustments must be made to the process. Where an adjustment would be deemed to be unreasonable, advice must be sought from the Trust's Equality and Diversity team before a decision is made regarding the progression of the job application. For job applicants with dyslexia, further information can be found in the Trust's Managing Dyslexia in Employment Policy.

10. Interview

- 10.1 Interview is normally the final stage of the selection procedure. The appointing manager will normally chair the interview panel which must consist of at least one other panel member. Where a candidate is known to/related to a panel member, the panel member must declare this prior to the interviews and consideration should be given to the use of alternative panel members.
- 10.2 Candidates will be asked to bring identification documents with them to interview, in accordance with the NHS Employment Checks Standards (2008).
- 10.3 For Director positions the panel should include one external assessor who is at Director level or above, a Non-Executive Director and the Chief Executive.
- 10.4 For Senior Manager posts the panel should where possible include an external assessor from outside of NEAS and a senior manager from another area within the trust.
- 10.5 All candidates must be asked the same questions during their interviews. This will ensure an objective method of measuring capability and will produce an unbiased outcome. Guidance can be obtained from HR. Examples of typical questions asked can be obtained by the HR department.
- 10.6 All candidates must be asked prior to interview to inform the Trust if they have a disability or other condition which requires any reasonable adjustments to be made to the recruitment process, such as wheelchair access, enlarged paper tests to be provided instead of online tests, additional time to be allowed when completing psychometric tests, etc. Please refer to section 10.6 above for further information.

- 10.7 All candidates will be reminded at interview that their employment is subject to a 12 month probationary period and in addition to this, for relevant posts to which this applies, continuation of employment is subject to the successful completion of the appropriate training course.
- 10.8 Interview paperwork will be completed by the appointing manager for each candidate providing a record to show how the individual compared to the person specification and any other relevant information.
- 10.9 The above form and other relevant recruitment and selection documents must be returned to the HR Department. Recruitment process paperwork will be retained for 12 months, in accordance with Agenda for Change Terms & Conditions of employment.
- 10.10 The information collated during this process can be used to form the basis of feedback to candidates to demonstrate that the recruitment and selection panel have acted fairly and reasonably.
- 10.11 The appointing manager is responsible for providing feedback to candidates.
- 10.12 Interviewers should remember that candidates may request sight of interview notes made by the panel in line with the Freedom of Information Act (2000).
- 10.13 Interview and other subsequent recruitment and selection expenses will not normally be paid.

11 Offers of Employment

- 11.1 The initial offer of posts to all successful candidates will be conditional and subject to the successful completion of all pre-employment checks, as defined by the NHS Employment Check Standards which were developed with key stakeholders including the Department of Health (DH), the Centre for the Protection of the National Infrastructure (CPNI), and employers in the NHS..
- 11.2 All unconditional offers of employment are made once pre employment checks have been successfully completed, in line with the NHS Employment Check Standards (2008) which outline the legal and mandatory checks employers must carry out for the appointment and on-going employment of all individuals in the NHS.
- 11.3 The set of six documents below make up the NHS Employment Check Standards, covering:
- Verification and identity checks
 - Right to work checks
 - Registration and Qualification checks
 - Employment History and reference checks
 - Criminal record checks
 - Occupational Health checks
- 11.4 Following the completion of the interview process all candidates, both successful and unsuccessful, will be contacted by phone within 1 working day by the appointing managers and will be informed on the outcome of the interviews, with the exception of volume recruitment activity where contact will be made by the HR Department.
- 11.5 Once a final decision is made following a recruitment process, all applicants will be informed in writing of the outcome within 5 working days.

- 11.6 Verbal feedback will be offered to internal and external unsuccessful candidates, when requested.
- 11.7 Upon successful completion of the necessary pre-employment checks and within 3 working days, the successful candidate will receive by the HR Department an unconditional offer of employment letter. A contract of employment will be sent within 2 months of commencement to post.
- 11.8 Where a successful applicant has a disability or other condition which requires reasonable adjustments to be made to the post to enable them to carry out the role safely and effectively, they must be considered. Failure to do so may constitute disability discrimination as defined within the Equality Act (2010). In all such cases, advice must be sought from the Occupational Health and Human Resources departments.
- 11.9 In cases outlined above where a more complex assessment of possible adjustments is required (for example a technical assessment for different software to be used), the employee should contact their local Access to Work team who will then make contact with the Trust to arrange an assessment of the individual in the new workplace. The appointing manager should also be present at this assessment, to provide Access to Work with relevant information about the role. Following the assessment, Access to Work will produce a report recommending the adjustments to be made and any necessary equipment to be purchased by the appointing manager. Any costs incurred by the Trust can usually be reimbursed by Access to Work, once the applicant has commenced their employment.
- 11.10 Where, following any relevant workplace assessments it is not possible to make adjustments to the role that are sufficient to allow the applicant to undertake that role, the appointing manager must seek advice from all relevant parties, including the Occupational Health and Equality and Diversity teams, before a decision is made to withdraw the conditional offer of employment. The applicant must then be informed in writing as soon as possible following the decision. They should be also provided with the opportunity to attend a meeting with the appointing manager and other relevant parties to the decision, to enable them to ask any questions they may have about the decision. If possible, information about other Trust roles that may be suitable in future, or existing vacancies for which the relevant adjustments could be made, should be shared with the applicant. Notes of the meeting should be recorded, a copy sent to the applicant, and a copy held on the applicant's file.

12 Agency Staff

- 12.1 When it is considered necessary to recruit agency staff, the following process must be adhered to prior to any contact being made with external recruitment agencies.
- 12.2 Only agencies that have signed the Buying Solutions Framework Agreement (previously known as PASA) can be approached for the provision of temporary staff. Should an exception need to be made, prior approval must be obtained by the HR Department.
- 12.3 In all cases a request to recruit external agency staff should only be made once the following options have been explored:
- Existing staff working additional hours (not overtime)
 - Existing staff working different shift patterns
 - Changes to planned activities, project plans
 - Reallocation of work to other staff within the work area
 - Use of staff on restricted/light duties
 - Secondment of staff from other areas within NEAS for a specific period of time.

- 12.4 There is a variety of situations which can arise in which it might be appropriate to request to recruit an agency worker, including:
- Covering vacant posts on a temporary basis whilst recruiting to them, or that have proven to be difficult to fill once HR01 has been agreed
 - Short term funding for specific projects where specialist/scarce skills are required.
 - Staff sickness absence (likely to extend beyond 4 weeks) N.B. No cover will be agreed until at least 4 weeks has elapsed.
 - Other authorised leave for a substantive post holder which cannot be reasonably covered by other colleagues
- 12.5 As the cost of agency staff is often greater than provided for within departmental staffing provision then careful consideration should be given to the timescale and level of agency staff use. At all times HR advice should be sought.
- 12.6 If agreed the HR Department will contact the appropriate agencies relevant to the position, in accordance with the NHS Buying Solutions Framework. Prior to contacting an agency advice should be sought from the HR Department who will make recommendations and will contact the appropriate employment agency.
- 12.7 Prior to commencement of agency staff, the HR Department must confirm that the pre-employment checks have been carried out on by the agency in line with the relevant Trust's policies and the provisions of the Buying Solutions Framework Agreement.
- 12.8 The line manager should ensure that regular updates are given to the HR Department on the continued use of agency staff.

13 Pre-employment Checks

- 13.1 All pre-employment checks will be carried out in line with the NHS Employment Check Standards (2008)
- 13.2 The HR Department will ensure that pre-employment checks are carried out for successful candidates by the appointing managers and are recorded appropriately throughout the recruitment process.
- 13.3 It is the responsibility of the appointing manager to make the necessary arrangements for the verification of the original documents candidates produce on the day of the interview and for copies to be taken and returned to the HR Department along with the rest of the interview paperwork.
- 13.4 The Trust will only make substantive offers of employment to those successful candidates who can provide:
- Satisfactory references, with one being from the current or most recent employer or educational institution.
 - Proof of identity – this must include photographic personal ID and proof of address
 - Qualifications – original certificates must be seen and photocopied by a Trust employee
 - Proof of the right to work in the UK
 - Proof of Professional Registration
 - Occupational Health Clearance

- Satisfactory Criminal Record Bureau (CRB) Disclosure – if a CRB check is appropriate for the post then the candidate will not be allowed to take up post until a satisfactory CRB Disclosure has been received. However, a criminal conviction may not necessarily debar a person from employment. In such cases a HR representative will be liaising with the appointing manager and consideration must be given to the following factors:
 - Nature and seriousness of the offence or other matter revealed
 - Offence or other matter in relation to the position applied for
 - Length of time since the offence was committed
 - The applicant's subsequent record
 - Whether the applicant has a pattern of offending behaviour or other relevant matters
 - Whether the applicant's circumstances have changed since
 - Circumstances surrounding the offence and the explanation(s)
 - How relevant the offence is to the post applied for
- Driving Licence checks – where the post holder requires a driving licence then the original driving licence must be seen and checked to ensure the candidate is legally entitled to drive the appropriate class of vehicle. Furthermore, any candidate who applies for a post which requires a high proportion and level of driving e.g. those requiring D1 or C1 classification must not have had any previous driving disqualifications or have been prosecuted for driving under the influence of alcohol or drugs or have more than 3 penalty points.

13.5 Recording of checks will be documented on ESR and held within the individual's personal file.

14 Positive Action

14.1 The Trust aims to have a workforce which is representative of the community it serves. As such the Trust may at times take positive action to encourage applications from a particular section of the community, such as those from BME backgrounds, for example with targeted advertising. Other examples of positive action could be to provide training or other support for a particular minority group. However, the Trust will only take such action where there is a justifiable and demonstrative reason to do so, and will act in accordance with legislative requirements.

14.2 The Equality Act (2010) provides employers with a new legal entitlement, should they wish to use it, to select a job candidate from an under-represented group or 'protected characteristic' (currently this only applies to gender and race), when there are two or more equally 'qualified' candidates. Before using this provision, approval must be obtained by the appointing manager from the Head of Human Resources.

15 References

15.1 One reference is required for every internal candidate who has been successful during the recruitment and selection process. Where applicable this should be from the most recent line manager. For external successful candidates as a minimum requirement, 2 employment references will be sought, covering 3 years of employment. Where the applicant has had more than two employers in the preceding three years, the Trust retains the right to seek additional references if this will help to support the application. Where an individual has been with the one employer for 5 years or more, one reference may be sufficient.

- 15.2 Explanations should be sought at interview in relation to any gaps in employment e.g. training, periods abroad of more than 3 months, etc.
- 15.3 References will be requested for successful candidates only.
- 15.4 In the event of an unsatisfactory reference being received, guidance must be sought from an HR Advisor before any offer of employment is withdrawn.
- 15.5 When an employee leaves the Trust, all requests for references should be sent to the HR Department who will provide a standard reference with information from ESR.
- 15.6 Formal documentation contained on employee personal and electronic files, concerning employee's individual performance, attendance (this does not apply for employees to which the provisions of the Equality Act (former Disability Discrimination Act) apply, or those being medially redeployed) and live formal disciplinary record, which could be legitimate grounds for refusing applications, will be considered. For ex-employees who either have been dismissed following an investigation procedure or have been the subject of an investigation procedure and resigned prior its completion careful consideration will be given on whether they should be excluded from the shortlisting process should they apply for any Trust vacancies. Each case will be judged on its own merit and a final decision will be made by the HR Department.

16 Induction

All Inductions will be facilitated by the Workforce Development Department in accordance with the training programme. Further information and details can be obtained by the Trust's Induction Policy.

17 Equality and Diversity Statement

The Trust is committed to providing equality of opportunity, not only in its employment practices but also in the services for which it is responsible. As such, this document has been screened, and if necessary an Equality Impact Assessment has been carried out on this document, to identify any potential discriminatory impact. If relevant, recommendations from the assessment have been incorporated into the document and have been considered by the approving committee. The Trust also values and respects the diversity of its employees and the communities it serves. In applying this policy, the Trust will have due regard for the need to:

- Eliminate unlawful discrimination
- Promote equality of opportunity
- Provide for good relations between people of diverse groups

For further information on this, please contact the Equality and Diversity Department.

18 Consultation, Approval and Ratification Process

18.1 Consultation Process

Consultation with NHS Employers, managers and the Equality and Diversity Team took place in the preparation of this document.

18.2 Policy Approval Process

This policy is submitted to the Policy Review Group for review of the content, and then to the Joint Consultative Committee for their agreement

18.3 Ratification Process

Following agreement by Joint Consultative Committee this policy is submitted to the Workforce and Equality Committee for ratification .

19 Review and Revision Arrangements

The policy will be reviewed annually, or earlier if legislative changes require it.

20 Dissemination and Implementation

20.1 Dissemination

A copy of this policy will be included in the documentation attached to each advert placed on NHS Jobs to ensure that applicants have the opportunity to read the policy.

The updated version will be placed on the NEAS Document Control system (currently Docuviewer), and the old version will be archived. An all users email will be sent out to advise that the policy has been updated.

20.2 Implementation of Procedural Documents

Briefings on the amendments to the Policy will be provided to Managers by HR Advisers, and a Managers Briefing will be designed in Conjunction with the training Department for managers to attend.

21 Monitoring Compliance With and the Effectiveness of Procedural Documents

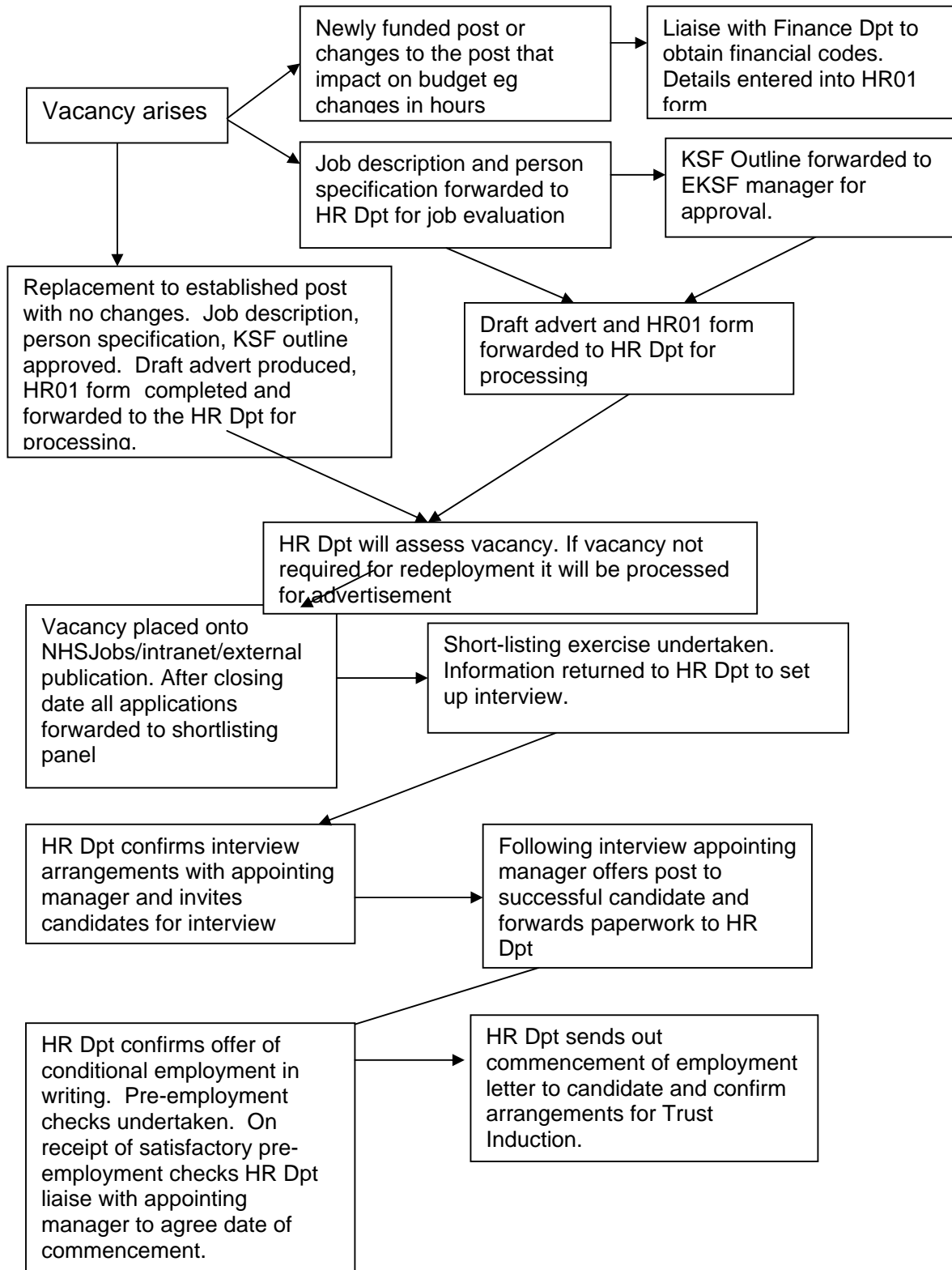
21.1 Compliance with this policy will be monitored in a number of ways

21.2 Internal Audit will conduct an annual review of recruitment processes and submit a report to the Governance and Risk Committee

21.3 HR will monitor agency staff usage on a monthly basis and provide updates to the Trust Board bi-monthly in the Workforce Report. This monitoring will be undertaken in conjunction with staff within Finance to ensure all appropriate costs are monitored.

21.4 The Equality and Diversity Team will produce an annual report on the equality monitoring information.

Recruitment Process Flowchart



APPENDIX 2

Recruitment and Selection Procedure Notes	
Stage 1	Responsible - Appointing Manager
A vacancy arises	<p>When a vacancy arises the line manager should use this event as an opportunity to consider the following points:-</p> <ul style="list-style-type: none"> • Is it a new post or a replacement? How does the post fit with the long term workforce plans for the service? • Are there any changes to the related skills or duties of the post required? • Would a re-grading of the post address the current needs within the department? <p>Consideration should also be given to any changes of the post that might have an impact on the budget. Such would be change in hours and working pattern, fixed-term or permanent appointment, re-grading, and disestablishment of a post.</p>
Newly funded post(s)	For newly funded posts the relevant financial codes must be obtained and then included in the information provided with the HR01 form prior to its submission to the HR Department.
Job Description & Person Specification	The job description must be up-to-date and accurately reflect the duties and responsibilities of the post. The line manager should ensure that the job description and person specification criteria do not disadvantage any category of prospective applicants. The job requirements must be genuine and always in compliance with Trust policies and national legislation. The person specification of the role will provide the means for the effective shortlisting of applicants
KSF Outline	The KSF outline is the career and pay progression strand of Agenda for Change and a helpful tool for the identification of the postholder's development needs. KSF Outlines exist for all roles and can be obtained by the Training Department
HR01 form	The submission of the HR01 form will initiate the recruitment activity. No vacancy will be advertised and no recruitment activity shall commence unless a HR01 form has been completed by the appointing manager. Once the form is completed it will need to be printed, signed, scanned it and submitted to the HR Department via email at recruitment@neas.nhs.uk , along with a draft advert and job description/person specification.
Advert	Information on the advert should be sufficient for applicants to appreciate the needs and requirements of the role and must accurately reflect the job description and person specification. Statements or words that could be perceived as discriminatory should be avoided (i.e. energetic, youthful, mature, with ten years experience etc.). All posts will be advertised on the NHS Jobs website and the Trust Intranet.

Stage 2	Responsible – HR Department
Details of the vacancy received by HR	<p>The vacancy details will be logged on a database by the Recruitment Administrator and the following checks will be undertaken, to ensure the appropriate documentation is available:</p> <ul style="list-style-type: none"> - HR01 form, draft advert, job description, person specification, KSF outline <p>If the appropriate documentation is not available the Recruitment Administrator will contact the appointing manager to obtain it. The action will be registered on the database.</p>
HR01	Ensure that all the required fields on the form are completed correctly. Any queries regarding the form should be addressed by contacting the appointing manager.
Job description/Person specification	The appointing manager should indicate whether the post has changed substantially or not. If the role has changed the amended job description will need to be processed by a Job Evaluation panel. If an evaluation is necessary the HR Department will contact the appointing Manager to inform them and give an indication as to when the process will be completed. The action will be recorded on the Recruitment database.
Advert	Vacancies will be advertised within 2 working days following receipt of the HR01 form, providing that all the necessary information and relevant documents are available. The draft advert forwarded by the appointing manager should make use of the information contained within the job description/person specification. All vacancies will first be created on ESR and following the activation of the interface the advert will be completed on NHS Jobs. If a post is open to internal candidates only it should be clearly stated on the advert. Prior to any advertisement on NHS Jobs all vacancies must be checked against members of staff whose posts are at risk (Prior Consideration Register) and the Temporary Redeployment Register.
Stage 3	Shared responsibility between HR and Appointing Manager
Closing date	A closing date of 2 weeks is normally allowed. All adverts however should state that the Trust retains the right to close a vacancy earlier than the indicated closing date, should a sufficient number of applications has been received. The appointing manager will be notified by the HR Department that the advert is live on NHS Jobs and will be informed on the closing date.
Shortlisting	Within 3 working days following the closing date applications will be forwarded to the appointing manager and other members of the shortlisting panel to enable the shortlisting process to take place. Shortlisting will take place online on the NHS Jobs website and must be completed within 5 working days .

Stage 4	Shared responsibility between HR and Appointing Manager
Invite to interview	Within 2 working days following the receipt of the shortlisting information the HR Department will invite candidates to attend an assessment day or interview. Candidates will be given a minimum of 5 working days notice to prepare for the assessment/interview. Interview packs will be sent to the appointing manager and other panel members at least 3 working days prior to the assessment or interview.
Stage 5	Responsible – Appointing Manager
Interview	<p>Candidates will have been asked to report 20 minutes prior to their interview to enable any pre-interview checks to be undertaken. With the exception of volume recruitment activity, it is the responsibility of the appointing manager to ensure the following checks take place (if applicable):</p> <ul style="list-style-type: none"> - Verification of professional registration - Verification of qualifications - Verification of eligibility to work in the UK - Completion of CRB Disclosure Application Form if required plus verification and photocopying of evidence <p>All candidates will be asked to complete a CRB application form, if required for the post, to avoid unnecessary delays. Only the form completed by the successful candidate will be processed with the remainder being shredded.</p> <p>It is the responsibility of the appointing manager that no potentially discriminatory questions are asked and that all candidates are afforded the same opportunities within the interview. This also applies to any selection tests (eg typing exercise, presentation) used as part of the recruitment & selection process.</p> <p>Questions should be based on the requirements identified within the job description and person specification and specific attention should be paid to gaining clarification from the candidate in relation to the information contained within the job application. Unexplained breaks in employment should be probed.</p> <p>The appointing manager will have received the interview packs which include details of the terms and conditions of the post which should be read out to each candidate. Advice on starting salaries will be included in the interview packs.</p> <p>If a suitable candidate is identified following the selection process the appointing manager should contact the candidate by telephone within 1 working day following the completion of the process to make a conditional offer of employment. The offer will be subject to a number of pre-employment checks. The appointing manager should</p>

	<p>also contact the unsuccessful candidates by phone to inform them of the decision (with the exception of volume recruitment activity where unsuccessful candidates will be notified via email by the HR Department). The interview packs with the all the relevant paperwork for each candidate should be forwarded to the HR Department within 2 working days.</p>
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Stage 6	Shared responsibility between HR and Appointing Manager
Conditional offer of employment	<p>Within 2 working days following the receipt of the interview paperwork the HR Department will send a conditional offer of employment to the successful candidate and will commence the pre-employment checks.</p>
Completion of pre-employment checks	<p>Within 1 working day following the successful completion of the pre-employment checks the HR Department will inform the appointing manager who will then need to contact the successful candidate and agree to a start date. Once a start date has been agreed the appointing manager will inform the HR Department. The HR Department will then send within 1 working day a final offer letter to the successful candidate confirming the start date.</p>
Contract of employment	<p>A contract of employment will be sent to the successful candidate within 8 weeks following the start date.</p>