Ashford and St. Peter's Hospitals
NHS Foundation Trust

RECRUITMENT AND SELECTION POLICY AND PROCEDURE

Compiled by: Trust Council (Joint Staff Committee)

Status: Approval date: November 2001

Ratified by: Trust Board

Next review: August 2024

Patients first • Personal responsibility • Passion for excellence • Pride in our team

History

Version	Date Issued	Brief Summary of Change	Approved by
1	November 2010	New policy	Trust Board
2	November 2007	Review of entire document to incorporate NHSLA guidelines	
3	March 2009	Policy revised in line with new legislation and impact assessment	Acting director of HR
4	January 2011	Revisions to comply with NHSLA standards, CQC Standards, NHS Pre Employment check standards and Equality Act 2010	Trust Board (Chair's action)
5	August 2012	General update of procedures, forms and Trust objectives	
6	November 2014	Policy revised to reflect Trust's approach to values based recruitment and general update of terminology, job titles, etc. Details on following page	

For more information on the status of this document, please contact:	Acting recruiting manager
Policy Author	Trust Council (Joint Staff Committee)
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Contents

RECRUITMENT AND SELECTION POLICY AND PROCEDURE

See also: Disclosure and Barring Service Policy
Professional Registration Policy
Pre Employment Policy (Occupational Health)
Induction Policy
Volunteers Policy
Honorary Contracts policy
Temporary Staffing Policy

1. INTRODUCTION

This document sets out the overall policy and process for recruitment, selection and pre employment checking of staff and workers at Ashford and St Peters Hospitals NHS Foundation Trust (the Trust) and provides a framework to ensure that managers and others are able to select the best person for the job in a process that is fair, open and consistent. Quality recruitment processes will support the Trust's vision, strategic objectives and values.

This policy complies with the NHS Constitution; Care Quality Commission Standards relating to workers (Standard 12) and with NHS Employers Employment Checks Standards. It also complies with the Equality Act 2010 and Home Office/UK Border Agency rules on employing non UK and Irish Citizens and citizens who do not have Pre-Settled status in the EU Settlement Scheme.

VISION
To create excellent joined up patient care.

STRATEGIC OBJECTIVES
- Improve clinical outcomes
- Provide an excellent patient experience
- Develop skilled, motivated teams
- Deliver top productivity

VALUES
- Patients first
- Personal responsibility
- Passion for excellence
- Pride in our team

2. PURPOSE AND SCOPE

2.1 Safer recruitment principles underpin all processes undertaken whilst sourcing all persons delivering services managed by the Trust.

2.2 Fair and transparent recruitment and selection that complies with best practice is part of the Trust's wider commitment to equality of opportunity in employment. Effective recruitment and selection of staff is key in ensuring that the Trust has the skills and capabilities in its workforce to achieve its strategic objectives. Spending time in planning the recruitment process at the start will save time in the longer term and avoid future problems.

2.3 The experience of applying for a job with the Trust can leave a person with a long-lasting impression of the Trust and of the NHS as an employer. Many potential applicants and candidates live in our local catchment area and may also be service users. We aim to leave all potential applicants and all candidates, whether successful or not, with a positive and professional image of the Trust.

2.4 All those involved in recruitment and selection will use this policy and procedure, which applies to permanent, fixed-term contract, and temporary staff, volunteers, students, trainees and contractors. Additional policies exist for medical staff, temporary workers and volunteers.

2.5 It is the Trust policy that members of any recruitment interview panel should be trained in objective and non-discriminatory recruitment and selection techniques. At the very least one member of each panel must have been trained within the last three years.

3. POLICY

3.1 The Recruitment & 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 undertake recruitment and selection effectively and consistently throughout the Trust.

3.2 Recruitment and selection practices will be conducted in a professional, timely and responsive manner, in accordance with current legislation, best practice principles and aligned with and promoting the vision and values of the Trust.

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

3.4 The Trust vision is to lead in matching work opportunities with existing staff looking for promotion or a change in career direction and external applicants, making up a Talent Pool, who may not be successful when they first apply to a vacancy. The Trust aims to foster an environment where existing staff and Talent Pool applicants are guided and supported in matching their skills, experience, knowledge and aspirations to vacancies and advised about successfully navigating the application and interview processes. The Trust is committed to 'growing our own' staff and working closely with sourcing staff from the local community.

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

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

3.7 All recruitment activity must be processed via The Hire Lab, the Ashford & St Peter's Hospital Recruitment portal, however in exceptional circumstances candidates may be recruited to a position without applying via a formal vacancy / advertisement. Examples include recruiting candidates via an external recruitment agency, hiring temporary staff to substantive positions and TUPE transfers.

3.8 Short-listing must be fair and equitable and must not, either directly or indirectly, discriminate against any applicant on the grounds of gender, ethnicity, age, disability, race, sexual orientation, religion etc., in accordance with the Trust's Policy on Equality and Diversity. Personal information is removed from application forms prior to shortlisting and is used for monitoring information only. Internal candidates who have not been shortlisted should be contacted directly by the Recruiting Manager to give constructive feedback on their application form.

3.9 It is the Trust policy for members of any recruitment interview panel will have been offered appropriate training in objective and non-discriminatory recruitment and selection techniques. At the very least one member of each panel must have been trained within the last three years and it is recommended that recruitment panel members attend unconscious bias training.

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

3.11 All interviewed candidates must be verbally informed of the outcome (preferably by telephone) giving the unsuccessful candidates the opportunity to ask for detailed feedback if required.

3.12 The Recruitment Manager generates reports which allows for the monitoring of time taken to complete various recruitment activities, for instance ‘time to hire’. It is recognised that decreasing the overall ‘time to hire’ is important in order to be able to both attract and recruit the best candidates as well as achieving low vacancy rates (preventing the use of agency staff). In section 10 a table details a breakdown of recruitment activity with target completion dates. Time to hire is influenced by a variety of factors outside of the Trusts control such as; notice periods, processing of right to work and DBS documentation and delays receiving references. As a general principle the Trust will aim to complete pre-employment checks within a three/four week period (26 calendar days) although it is accepted that this may not always be possible

4. DUTIES AND RESPONSIBILITIES

4.1 <u>CHIEF EXECUTIVE</u>
The Chief Executive (CE) has the over-arching responsibility for ensuring the content of the policy is applied consistently and fairly across the organisation.
The CE is accountable for ensuring adequate procedures are in place to ensure pre-employment checks are carried out in compliance with the law and with NHS Employment Check Standards.

Responsibility is devolved to the Director of Workforce Transformation.

4.2 <u>DIRECTOR FOR WORKFORCE AND ORGANISATIONAL DEVELOPMENT</u>
The Director of Workforce Transformation is the named officer responsible for ensuring the content of the policy is applied fairly and consistently across the Trust.

4.3 <u>RECRUITMENT DEPARTMENT</u>
The Recruitment Department is responsible for:

- The efficient and timely administration of the recruitment process, offering advice, guidance and support to managers and applicants as appropriate.
- Undertaking the required pre-employment checks before an offer of employment is confirmed.
- Re-checks on current staff at specified intervals, where required (for example DBS, professional registration and work visas).
- Recruitment and employment records using Electronic Staff Record (ESR), The Hire Lab, NHS Jobs and other systems, to ensure that the Trust is compliant with legal and professional requirements.

- Reports to ensure that the data held is kept up to date and taking action to resolve any information gaps and/or lapsed information.
- In conjunction with the Occupational Health Department ensuring that required Occupational Health (OH) checks are undertaken and any pre employment advice is communicated to the manager and acted upon
- Ensuring that Recruitment & Selection training is made available to managers, including regular update sessions and auditing attendance to ensure managers are properly trained.
- Ensuring all new staff are booked to attend the Trust Mandatory Corporate Induction Programme

4.4 DIVISIONAL DIRECTORS, GENERAL MANAGERS AND HEADS OF SERVICE

Are responsible for ensuring that this policy is adhered to across their Divisions/Services and that they oversee the ongoing assurances required that their staff are compliant with eligibility to work, professional registration and other checks as appropriate.

4.5 LINE MANAGERS

Line Managers are responsible for:

- Ensuring that they adhere to the policy in relation to any recruitment activity they undertake.
- Ensuring the adverts, job descriptions and personal specifications provided are current and meet all legal requirements.
- Utilising systems such as NHS Jobs, The Hire Lab and ESR as required during the process.
- Ensuring that referees named by candidates are in line with policy standards, checking this at interview with the candidate, and approving references received as satisfactory when received.
- Discussing with HR any issues relating to the recruitment of individuals requiring sponsorship (eligibility to work in the UK), concerns relating to professional registration or any other concerns in relation to the recruitment process or any pre-employment checks.
- Ensuring that they attend Recruitment & Selection training and updates as necessary and that interview panel members are also trained.
- The line manager (who would also normally be the Chair of the recruitment panel) will coordinate the recruitment and selection process, and decide the panel membership taking into account the nature of the vacant post, and the experience and training of the panel members.
- Once recruitment planning has been completed, it is important that the dates and deadlines are adhered to. It is also the responsibility of the Chair to ensure all forms are filled in and returned to the Recruitment officer.
- Ensure that the means of assessment at interview, that is questioning and use of other selection tools including an assessment or presentation reflect the band and nature of the job and also enable the panel to make an informed judgement and effective appointment.
- Ensure that Interview or Selection panels must include at least one member who has successfully completed the Trust's Effective Recruitment & Selection Training programme or equivalent NHS Programme.
- Making a full record of all short listing and appointment decisions, including records of all interviews, and passing these to the recruitment officer for safe storage.
- Communicating personally with candidates who have attended interview about the outcome, and during the pre-employment stages
- Ensure the Recruitment Team are given sufficient information for Medical Staffing appointments to enable them to reflect the full salary offer within the conditional letter sent to the appointee.

- Participating in corporate recruitment activities and campaigns, providing interview panels, assessment documents and publicity materials to support any events.

4.6 CANDIDATES AND EMPLOYEES

Candidates and Employees are responsible for:

- Cooperating fully, willingly, honestly and truthfully with the requirements of their recruitment process when applying for posts, including the required pre-employment or registration checks or rechecks.
- Ensuring that they maintain their professional registration where it is a requirement for their role. Any concerns in relation to their registration status while in employment must be raised with their Line Manager or HR as a matter of urgency.
- Ensuring that any change to their Disclosure & Barring Service status or any other issue of potential concern while in employment is raised with their Line Manager / HR as a matter of urgency.
- Notifying HR of any change to their work status, including pending applications for a change is visa or status thus enabling the HR department to carry out, with their permission, an Employment Check Service with the intention of attaining a Positive Verification Notice supporting their continuing Right to Work.

5 CONFIDENTIALITY

Application forms and the proceedings of interviews are strictly confidential. Panel members and others involved in the recruitment process must:

- treat all information on applicants and all their deliberations in confidence.
- ensure that copies of application forms and CVs including electronic versions are stored securely and confidentially whilst in their possession.

6 DATA PROTECTION

The Data Protection Act 1998 regulates the use of computerised information and paper records of identifiable individuals (patients and staff). The Trust is registered in accordance with this legislation. If you are found to have made an unauthorised disclosure you may face legal action.

7 EQUALITY STATEMENT

The Trust aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others. It takes into account the Human Rights Act 1998 and the Equality Act 2010 and promotes equal opportunities for all. Specifically we seek to develop positive practice to promote equality of opportunity in employment. We aim to attract and appoint the best candidates for employment regardless of their gender, race, colour or nationality, marital status, pregnancy, age, disability, social background, ethnicity, religion, belief or sexual orientation. We will take positive action to encourage applications from minority candidates where under representation exists.

This document has been assessed to ensure that no employee receives less favourable treatment on grounds of their gender, sexual orientation, marital status, race, religion, age, ethnic origin, nationality, or disability.

Members of staff, volunteers or members of the public may request assistance with this policy if they have particular needs. If the member of staff has language difficulties and difficulty in understanding this policy, the use of an interpreter will be considered.

All recruitment information can be provided in a variety of formats on request for example: large print, on tape, or Braille.

We use the Text Relay service (formerly Typetalk), which is a BT funded national relay service run by the Royal National Institute for the Deaf (RNID). The service is provided to allow people with a hearing impairment who use text telephones to speak with those people using standard voice telephones. This is achieved through the introduction of a third party operator who will provide the link between the two parties.

We hold the Two Ticks symbol (Positive about Disability'). This scheme is designed to encourage employers to give a greater commitment to employing people with a disability. We adhere to the 5 commitments as follows:

- To interview all applicants with a disability who meet the minimum criteria for a job vacancy and consider them on their abilities.
- To ensure there is a mechanism in place to discuss at any time, but at least once a year, with disabled employees what you and they can do to develop and use their abilities.
- To make every effort when employees become disabled to make sure they stay in employment. Where, on the advice of Occupational Health, it is necessary to redeploy a staff member on health grounds they will be considered before any other applicant
- To take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work.
- Each year, to review the 5 commitments and what has been achieved, to plan ways to improve on them and let employees and the Employment Service know about progress and future plans.

The Access to Work Scheme can give practical support to employees and potential employees with a disability for example, adaptations to the workplace or equipment. The individual applicant must apply for this support through the scheme (reference below).

8 THE RECRUITMENT OF EX-OFFENDERS

The Trust is exempt from the provisions of Section 4(2) of the Rehabilitation of Offenders Act 1974 and applicants are required to declare information about convictions that, for other purposes, are 'spent' under the provisions of the Act. Applicants must also declare details of cautions, reprimands or final warnings.

Having a criminal record will not necessarily bar an applicant from working with the Trust. This will depend on the nature of the position and the circumstances and background of the offences.

Applicants must state if they have cautions, convictions or warnings in the relevant section on their application form. After offer, successful candidates are asked to complete a Pre-employment Declaration document to provide information about convictions, cautions, reprimands and final warnings together with any additional information that may improve understanding and fair decision-making.

People who have a criminal record will be given an opportunity to establish their suitability for posts in the Trust. The recruiting manager will undertake a Risk Assessment process which will involve discussing any matters revealed with the applicant before reaching a decision about an offer of employment. In these circumstances the manager shall consider the following as part of their recruitment criteria:

- whether the conviction or other matter revealed is relevant to the position in question
- the seriousness of any offence or other matter revealed
- the length of time since the offence or other matter occurred
- whether the applicant has a pattern of offending behaviour or other relevant matters

- whether the applicant's circumstances have changed since the offending behaviour or the other relevant matters
- the circumstances surrounding the offence and the explanation(s) offered by the convicted person.

Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.

The Trust will ensure that all those who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences.

9 CLOSE PERSONAL OR FAMILIAL RELATIONSHIPS

It is important to maintain objectivity and probity in the Trust's arrangements for the recruitment and selection of its staff and their ongoing management.

The Trust will therefore not permit recruitment of a potential member of staff if the resulting management arrangements would create a situation where by two individuals in a close personal or familial relationships are:

- in a direct line management/supervisory relationship
- or the line manager does not manage the employee directly, but is the manager's manager
- placed in a position whereby their professional reputation could be compromised if departments in which they are employed are interdependent

This action is required to ensure potential conflict of interest are reduced and to ensure managerial responsibilities can be carried out in a manner which is perceived to be equitable and fair to all staff and patients.

If a panel member involved in recruitment processes has a close personal or familial relationship with a candidate, they should declare this to the Human Resources Department as soon as they are aware of the candidate's application. In such situations, the panel member will have no further involvement in the selection process.

It is recognized that where such arrangements as described above do currently exist in some departments, in order to ensure equity and fairness for all staff, line managers should review such arrangements and wherever possible put in place clear reporting lines which do not compromise their impartiality and are open to scrutiny.

10 RECRUITMENT AND SELECTION PROCESS

This process is divided into six stages as follows and should be fully adhered to by everyone involved in recruitment. The process will be monitored by the Recruitment Manger and changes made as necessary.

To ensure a streamlined recruitment process from application to on boarding, Ashford & St Peter's Trust use a recruitment portal called the Hire Lab. The Hire Lab portal is used to:

- Advertise all posts
- Managers to shortlist all candidates in review
- Recruitment Officer to send interview requests
- Recruitment Officer to on board successful candidates
- Recruitment Officer to place rejected candidates into a Talent Pool to be matched with appropriate jobs

The portal is used to make the recruitment process as easy and straightforward as possible for candidates. It guides the successful candidate step by step through the whole on boarding process, it manages the pre-employment checks are completed in a timely manner. The candidate logs into the system to check their ‘To Do’ list to see exactly what pre-employment check is outstanding. The Recruitment Manager can also access the portal to check the candidate’s progress.

The timescales and KPIS for each stage are as follows and should be used in the timescale planning, and will be monitored by W&OD. These are calendar days to allow for weekends.

Key Performance Indicators to meet 10 Week Rapid Recruitment Target

Task	Responsibility	Lead	Target days (calendar days)
Request to recruit	Submit termination on ESR and complete ERF as soon as a resignation is received.	Recruiting Manager	7
	Ensure ERF has up to date Job Description, person Specification and advert to avoid delays between approval and advertising. Include business case/justification for any investments. ERF must include advert date, closing date, shortlisting, interview times and ensure dates in in diaries.	Recruiting Manager	7
Advertise Vacancy	Advertise Vacancy on The Hire Lab and post to NHS Jobs, the internal Jobs Bulletin email and any external media as agreed. Include interview dates on all adverts	Recruitment Officer	3 days from VP
	Jobs advertised for usually 2 weeks (may be less or more where appropriate) With closing dates usually Midnight on Sunday	Recruitment Officer	14
Closing and shortlisting	Shortlist candidates via The Hire Lab	Recruiting Manager	3 days from close date
	Rejection notification sent to unsuccessful applicants via the Hire Lab, The Recruitment Manager should provide feedback to all internal candidates not shortlisted	Recruitment Manager	
Interviewing	Shortlisted candidates invited to interview via The Hire Lab	Recruitment Officer	3
	Confirm candidate attendance and send interview pack to interview panel	Recruitment Officer	3
	Hold Interview	Recruitment Manager	0
	Successful candidate verbally offered role and unsuccessful candidates verbally informed of outcome and offered feedback where necessary	Recruitment Manager	
Offer letter	Offer letter and draft Terms and Conditions are sent via the Hire Lab (recruitment portal) the candidate logs into the recruitment portal to start their pre-employment clearances. Provisionally book candidate onto Induction Spreadsheet according to their targeted start date and start clearances	Recruitment officer	Within 3 days of verbal offer
	All pre-employment checks to clear within 26 days	Recruitment Officer	Within 26 days of offer sent

Pre-employment checks carried	The candidate logs into the recruitment portal to start their pre-employment clearances, the portal will show them exactly what checks are outstanding and will guide them throughout the recruitment process, they: Upload their documents for ID/Right to Work/DBS into the Hire Lab Complete DBS link Give consent for referee's to be contacted and provide additional referee's if required Complete Declaration form Complete the OH Link.	Candidate	Within 7 days of offer sent
	The Recruitment Officer keeps track of the pre-employment checks by creating tasks in the Hire Lab to remind the RO to contact the candidates	Recruitment Officer	On going
	Occupational Health – send link and ensure candidate has an appointment booked within 3 weeks if required	Recruitment Officer	Same day as offer sent
	Declaration Form – check nothing has been declared	Recruitment Officer	ASAP
	Clinical and Professional registrations/certificates verified	Recruitment Officer	Within 3 days of offer sent
Candidate Cleared	Confirm candidate cleared to start, notify candidate and Recruiting Manager	Recruitment Officer	As soon as candidate has cleared
	Send out unconditional offer letter/Induction information to candidate and Manager	Recruitment Officer	Within 3 days of clearing
	Update the Induction Spreadsheet with new dates and turn black	Recruitment Officer	Within 3 days of clearing
	Send out to candidate confirmed Terms and Conditions of Employment	Recruitment Officer	At least 5 working days prior to proposed start date
	Target timescale from ERF Approval to Candidate cleared = 11 weeks (plus notice 4-12 weeks)		

STAGE 1 THE VACANCY AND PLANNING

The vacant post

When a post becomes vacant it is an opportunity to review the role design, skill mix, and the team to align with the Trust's and Division's strategic objectives and business plan. A review of the post and the work it does will help you to decide what needs to change or be updated. You must also ensure the skills, abilities; knowledge and experience required, are assessed and updated as necessary. You may wish to involve other members of the team in this discussion.

- What does this post do, could it be filled by an Apprenticeship model?
- Is it fulfilling its purpose?
- Has the work changed since you last reviewed the post?
- Have you considered whether the work supports putting the patient at the centre of everything we do?
- Has the patient pathway changed?
- Could the patient pathway be improved?
- Could the work contained in the post be done more efficiently by, for example, using new or different technology
- How does the work of the post fit in with the wider team?
- Can any of the work be distributed to other posts in the team or to a different team?
- Is the team structure still fit for purpose?
- Is there an unacceptably high turnover? (This may mean there is something about the job that needs changing).
- Can the job be enriched in any way to increase job satisfaction, for example career pathway?

This "job analysis" review will produce an accurate job description, person specification for the post. This may involve the post being assessed under Agenda for Change job evaluation scheme, costing it and identifying the funding/budget code.

Agenda for Change

The Agenda for Change pay scheme applies to all posts within the Trust with the exception of Executive Directors, Doctors and Dentists. If the post to be advertised is a like for like replacement, then the current pay band will apply. If the job has changed at all in terms of additional/different duties and responsibilities, or if there is a need to review or redesign the role the job description and supporting documentation should be sent, in advance, to the HR advisor to be considered for job evaluated.

Sufficient time must be given to plan the recruitment process to avoid a piecemeal approach and delays later on. The following should be confirmed with HR:

- Are there any current restrictions on recruitment, e.g. recruitment freeze or individuals needing redeployment?
- Has the job description changed? Changes to the job description and/or person specification will need to be considered by your HR advisor and may need to go to an evaluation panel?
- Can the post be job-shared and what is the scope for other flexible working practices?
- Have the recruitment criteria been determined by reference to the person specification?
- Have your short listing criteria and interview questions been prepared?

- What is the method of assessment at short listing and interview (should appropriate exercises, tests or presentations be used during the selection to aid an equity and informed decision and have they been agreed)?
- Have you agreed closing, short listing and interview dates and booked rooms as needed?
- Has the advertisement been written and agreed and does it include the interview date?
- Have any additional documents been agreed for example divisional or departmental profiles?
- Has the interview panel members including external assessors (if necessary) been approached and arrangements confirmed?
- Are candidates going to be invited to visit the organisation prior to interview and who will be responsible for this?

While the recruitment process is underway, the manager may need to fill the vacancy on a temporary basis, for example with a bank worker, or by secondment, acting up or (as a last resort) by an agency worker. The appropriate policy or guidelines should be followed.

<u>Establishment Control Process</u>
<u>The Trust operates an electronic Establishment Control System with weekly meetings of the Vacancy Panel</u>
An Establishment Recruitment Form (ERF) must be completed by the Manager before the recruitment process can start. The ERF must be authorised by the recruiting manager, the HR advisor and the management accountant for the division, to confirm the details of the post and that funding is available. It must also be authorised by the Assistant Director of Operations and the divisional director or executive director. Closing date, shortlisting date and interview date must be included on the ERF

The electronic process for completing, authorising and submitting the forms to the vacancy panel for approval is held in the Teams drive of the Trust computer network at: T:\Vacancy Panel ERFs. A sample ERF form can be seen at: T:\Vacancy Panel ERFs\ERF Template.xls

- Remember to allow time between candidates to write up notes and prepare for the next candidate. Allow time for comfort and refreshment breaks.
- There is no minimum or maximum number of candidates that should be interviewed but a sensible number that will allow a panel to remember the salient details and make a fair and objective comparison between candidates would be between 6 and 8 for most posts.

STAGE 2 ADVERTISING THE POST

This part of the process is concerned with how you attract applicants. It is therefore important to write an eye catching, effective advert that highlights the key points of the job, including those aspects which will support the applicant in developing their career and the benefits of working for this Trust. The advert should be used as a signpost to direct the candidate to take action, which could be applying for the job or making contact with the recruiting manager.

Follow this guide using AIDA where:

A Attraction – the advert should beattention-grabbing , but not misleading. If the advert is appealing to a specific group of individuals then state that early on eg experienced nurses.

I Interest – think about the key points you want to get across (but don't list the whole job description in the advert). This is likely to be the salary, location, hours, contract length (permanent or fixed term). It could be something unique that is on offer for this post, eg a new post with opportunity to develop a new service, or rare opportunity to work in this popular ward or offering a clear career pathway.

D Desire- how will the candidate benefit from this job eg flexible working, training provided, opportunity to work with …. But don't be misleading or staff will be disappointed when their expectations are not met. If there are restrictions make sure you state them, eg must be qualified radiographer or must be able to start at 8am, to avoid applications from candidates who do not meet the basic criteria or can't meet the requirements,but only if genuinely required.

A Action – Clear instruction on how the candidate should apply and closing date. Include contact for further information (recruiting manager), the interview date ,and how to find out more about the Trust (ie trust website). Ensure the interview date is realistic and booked with all panel members, as this is the date that candidates will be expecting to attend.

- Advertisements should be designed and placed to attract as wide a group of suitably qualified applicants as possible.
- All posts will be advertised on NHS Jobs website.
- Adverts will only be placed in professional journals and the local media or with recruitment agencies where it has not been possible to recruit from NHS Jobs or when the post itself justifies this or is an requirement (for example very senior posts or large recruitment campaigns and for substantive Consultant appointments).
- Where posts are advertised in professional journals or local media you must ensure that the choice of media is appropriate and cost effective. Advice is available from HR
- Filter questions can be applied to NHS Jobs applications to ensure that ineligible candidates are filtered out prior to shortlisting.

A closing date for the receipt of applications should be agreed (between 10 -14 days after the advertisement has appeared, although this may be less for internal-only adverts) though jobs advertised via NHS Jobs website may be closed early where sufficient applications have been received. This is clearly stated on the NHS Jobs website. If there is a need to close an advert early, best practice is for the advert to be closed at midnight that day, with a message sent to all candidates with incomplete applications to let them know the advert will be closing early. Late applications will not normally be considered, although there may be circumstances where this is permitted if agreed in advance of the closing date. These should be added as off line applications to the advert on NHS Jobs.

Candidates will be informed in the information sent out to them, that if they do not hear within 28 days of the closing date then they will not have been short-listed. However, the recruitment team will send an email to all those not short listed informing them that they have not been successful.

<u>Paper applications</u>
We encourage on-line applications, although in exceptional circumstances, those candidates who do not have IT access will be sent the following information by the Recruitment team:

- The job description

- The person specification
- Current NHS Jobs Paper Application form
- Any other information relevant to the job.

The information provided to potential applicants, whether electronic or hard copy is often the first contact they have with Trust as a prospective employer. The presentation and quality of the pack should be of the highest possible standard and give all the information needed to help the potential candidate make an informed decision whether to apply for the post

Visiting the Trust
Pre-interview visits are welcomed as a way of encouraging candidates to apply for a job, however it must not form part of the decision-making process (unless all candidates are asked to visit prior to interview) and all potential applicants must be informed of the opportunity and given information about how to book a visit. If the visit is not part of the selection process, a person who is not directly involved in the selection process should be identified to show around visiting candidates to ensure that panel member's views are not skewed before the interview itself.

STAGE 3 PRE-APPLICATION FILTERING, LONG LISTING AND SHORT-LISTING

Pre-application filtering questions
If required, it is the responsibility of the Recruiting Manager to establish the filter questions identified from the person specification and immigration regulations in accordance with NHS Jobs predetermined criteria for this stage of the process.

Long-listing stage
The HR Advisor may support the Recruiting Team in long listing applicants on behalf of the manager in accordance with pre agreed criteria based on the person specification.

Short-listing Stage
- The panel members must carry out the final short-listing on The Hire Lab (or NHS Jobs in exceptional circumstances) in accordance with the agreed criteria based on the person specification.
- The panel should ideally meet to compare each panel member's notes, and to discuss and agree to what extent each application meets the requirements of the person specification. This process should be undertaken electronically via The Hire Lab, as it allows for multiply reviewers.
- Panel members must decide what evidence exists set against each factor in the person specification to assess whether the candidate:
  - Fully meets the person specification
  - Partially meets the person specification
  - Does not meet the person specification or
  - This cannot be ascertained from the application form due to insufficient information.
- The panel's collective decisions must be recorded electronically on NHS Jobs website using the scoring matrix. Additional names from paper Application forms can be added and shortlisted on NHS Jobs
- If it is not possible for the short-listing panel members to meet it is the responsibility of the Chair of the panel to co-ordinate all the individual short listing scores in order to produce the final group short-list. If there are differences in the short-list, the Chair must contact the panel members to discuss and determine the final short-list.
- When the short-list has been agreed, the Recruitment Officer will invite shortlisted candidates to interview date and time via The Hire Lab .

- Applicants who disclose a disability and request an interview under the Guaranteed Interview Scheme will be automatically short-listed provided that they meet the essential criteria of the person specification. This is in accordance with the Two Ticks symbol ('Positive about Disability').
- If none of the applicants meet the requirements, the job may be re-advertised after considering:
  - Could the job advertisement be improved or enhanced?
  - Was the advertisement in the right place and at the right time?
  - Are the job description and person specification realistic and attractive?
- All candidates who request feedback about not being short listed will initially be informed of the reason recorded on The Hire Lab by the recruiting manager. If further detail is requested this will be dealt with by the recruiting manager who must ensure the feedback is objective and based on the person specification. It should recognise any positive aspects of the application and clear, concise and factual information about areas where the candidate did not meet the person specification. The manager must make a brief record of this discussion and forward it to the Recruitment Officer.
- Internal candidates who have not been shortlisted should be contacted directly by the Recruiting Manager to give constructive feedback on their application form.

Invitation to interview

The Recruitment officer will invite candidates via The Hire Lab to interview. A reasonable notice time should be given to candidates regarding the interview date, but the expectation is that this should be included in the advert placed on NHS Jobs.. All communication should include the following information:

- Job title/reference number
- Date and time of interview
- Place of interview (with full address or if interview is via Microsoft Teams)
- Who/where to report to on arrival or video link to interview sent to candidate if a virtual interview
- Details of whom to contact to confirm their attendance
- If they have any special requirements in connection with attending the interview (for example because of a disability) they are asked to contact HR to discuss the matter.
- Any enclosures should be referred to in the email, e.g. "I enclose a map, background information relating to the test."
- Notification of any other assessments such as a presentation and or assessment
- That they must bring ID/Right to Work documentation and original copies of any relevant qualification certificates to support their application together with a photocopy of all documents which the recruiting manager will sign to certify as a true copy.

STAGE 4 THE INTERVIEW AND ASSESSMENT

At the time of preparing the vacancy, the Recruiting Manager should decide how shortlisted candidates will be assessed. Often the application form and interview are used for decision-making alone, however it is possible to also use practical assessments, tests, group activities and stakeholder groups, which enable the interview panel to gain a more rounded view of the skills and abilities of the candidates to make a better, more informed decision for appointment and supporting values based recruitment. Selection panels must include at least one member who has successfully completed the Trust's Effective Recruitment & Selection Training programme or equivalent.

Events/ Open days

Open days give us the opportunity to meet candidates and promote the Trust and our values, and attract them to join ASPHFT. For many posts we are competing in a shortage labour market and need to attract candidates to the Trust, arranging an event for candidates shows our commitment and raises the Trust profile. This could be open days for multiple post campaigns such as band 5 nurses, or eg taster days in the ward/department for specialist posts. It is also an effective way of using resources, to carry out a large number of interviews and assessments.

Events will vary in content but the format is likely to include:

- Welcome
- Presentation/talk about the department / trust
- Tests/assessments
- Opportunity to meet staff
- Tour of department/ hospital
- Panel Interview
- ID/Right to Work/Disclosure and Barring Service documentation for employment checks completed
- OH assessment for appointed candidates

Refreshments can be provided, particularly if the event starts early or is over lunch/evening.

In the event that there are more vacancies than candidates then it is possible to make a conditional offer at the event to successful candidate(s).

<u>Selection Assessment and scoring system</u>
Selection assessments can enhance the process and help to ensure an appropriate appointment is made. These should measure an individual's ability to carry out, or train for, the duties of the post. They can test the values of a candidate and their attitude to the Trust values. If an assessment requires abilities and skills to be demonstrated or measured, those skills should be directly related to the job or trust.

The assessment can be used as a filter to progressing to the next stage or used as part of the interview panel decision-making. They can be:

- Practical assessment of a physical/clinical skill, such as typing or drug assessment,
- Literacy and numeracy assessment related to requirements of the job
- Values based assessment to test attitude and alignment to trust values
- Written essay or oral presentation on key aspects of the job
- Group activity with other candidates or stakeholders from across the department / Trust (can be particularly useful at more senior levels, or to assess specific skills)

HR can give advice on how and when to use selection assessments. For these to be meaningful in the selection process an objective scoring system must be used, and they should be used by the interview panel in conjunction with the other evidence from application and interview as part of the overall decision making about the candidate.

<u>The interview</u>
The main purposes of the interview and selection tests are:

- To provide the selection panel with information and evidence about how the candidate meets the person specification and is able to carry out the duties detailed in the job description
- To allow the panel members to assess the candidate' suitability for the role
- To allow the candidate the opportunity to demonstrate his/her skills, knowledge and abilities against the person specification

- To help the candidate decide whether to proceed with his/her application by gaining more information about the job and the organisation

The interview should be carried out in a friendly and responsive way to ensure that maximum information can be obtained from the candidate.

The candidate should be put at ease at the start of the interview by:

- Welcoming the candidate.
- Introducing the panel members.
- Telling them the approximate length of the interview.
- Describing what will be covered and the structure of the interview.
- Mentioning that the panel will be taking notes.
- When the selection decision is likely to be made and how they will be informed. Keep to this or if there is a delay contact the candidates and explain.
- When giving candidates a decision timescale, do not forget that the first choice candidate may not to accept the job or may need time to consider the offer
- If another person attends the interview to support the candidate for example: a signer, ensure that the questions are directed towards the candidate. The supporting person may from time to time rephrase a question you have asked. This should not distract your attention from the person being interviewed.

<u>The venue for the interview</u>

- The place of the interview should be comfortable, tidy and welcoming.
- Is any equipment required (lap top, projector etc)?
- Ensure there is a suitable place for candidates to wait when they arrive.
- Avoid interruptions whether by telephone calls, bleeps or by people entering the interview room.
- The panel must ensure that the needs of applicants with disabilities are met and should liaise with HR in advance to make the appropriate arrangements.
- Interviews are challenging and sometimes stressful experiences. It is important to help candidates feel comfortable from the time they arrive until they leave. Receptionists and administrative staff play a key role in this. Whoever is to greet candidates must have a list of their names and interview times.
- Consider whether to offer refreshments (hot or cold drinks) to candidates who are waiting, especially if they are travelling a long way.

<u>Virtual Interviews</u>

- Prepare candidates as best you can; check if they have the necessary equipment and software for the interview, outline what you are hoping to get out of this stage of the recruitment process, check that they have somewhere quiet and private to talk, send candidates a "how to" email with information on how to access the platform you will be using and prompt them to do a trial run with a friend, if they're not used to using the software.
- Ask candidates to join through a private internet link eg e.g. a home connection or a designated booth in an internet cafe, but not publicly available wi-fi in a coffee shop. This is to ensure their privacy and to safeguard the Trust's data systems.
- Consider the most appropriate setting to conduct the interviews, remember you are representing your organisation, so try to ensure backgrounds, for example, are as professional as possible – you want to make a good impression to your candidates.
- Consider the timing of interviews - this is particularly essential when communicating with applicants overseas and time difference may be a factor.
- Try to leave a short gap between interviews, in case they overrun, or give a unique joining link to each candidate, so people do not join before one interview is finished.

- If you are using MS Teams we recommend setting up each interview as a different meeting, to ensure that candidates cannot join while another Candidate is being interviewed.
- If you are using Zoom, make use of the waiting room function so that you can invite candidates into the interview from the waiting room when you are ready.

- Find a quiet space to conduct the interviews, put your phone on silent and mute your computer's notifications, these can cause distractions if they go off during the interview.

The interview panel

- No one should ever interview a candidate alone.
- An interview panel must comprise a minimum of 2 people but may have more.
- At least one member of the interview panel should have completed Effective Recruitment and Selection Training at Ashford & St Peter's
- The panel should not be too large as it can be unwieldy, intimidating and not give each panel member time to probe and ask follow up questions.
- Sometime it may be appropriate for an independent person to act in the role of external or independent assessor (from another division or another trust) to sit on the panel, especially when interviewing for senior or professional posts and/or where there are internal applications. The independent person will be a full member of the panel.
- There is no defined length of time that an interview should last but it is unlikely that a panel will be able to obtain enough information to make a good quality recruitment decision (for any post) in less than 30 minutes, unless the interview is one part of a broader assessment.

Asking questions

- Questions must be drawn from the criteria listed in the person specification.
- The panel will decide in advance what key questions will be asked of each candidate and who is going to ask which questions.
- The purpose of asking each candidate the same key questions is to ensure that they are each assessed against the criteria for the job in the same way and are treated objectively and fairly.
- It is also important to ask follow-up questions during the course of the interview to test what the candidate has told you and gain further information from them
- You must also ask follow up questions if the candidate has not been clear, or you think they may have more to add or that they may have misconstrued the original intent or focus of the question. Any panel member can do this.
- If a candidate says something that you regard as evidence that their values are not in line with Trust values you should probe further to seek contrary evidence.
- It is important that you ask specific questions about the candidate's application form to explore experience and any gaps in employment history so that you strive to ensure that Safer Recruitment expectations are maintained
- The panel must record explanations for any gaps in career history and any unclear or conflicting information.
- The interview must not be mechanistic but a genuine conversation exploring the candidate's skills, abilities, knowledge and overall suitability for the post
- Reasons for leaving previous posts must be covered, particularly if there is not an adequate or credible reason recorded on the application form.
- Referees should be reviewed with the candidate to help support the gathering of appropriate and required references should they be appointed.

Interview Notes

Each panel member must take notes during the interview on the Candidate Interview Form which will be returned to the recruitment officer. This will help to assess the candidate's responses accurately and contribute to the deliberations of the panel **(Appendix 3)**. The notes will be kept to ensure transparency of the process, to provide a basis of feedback to the candidate and to provide essential information in case of any complaint or allegation. It is the responsibility of the Chair to ensure compliance with the process.

<u>THE SELECTION DECISION</u>

Decisions about selection should not be made until all interviews have been completed, unless there are more vacancies than candidates. In making the decision, only information obtained from the application form, from the interview and any tests may be used. Each panel member will assess the candidate's suitability based on the assessment and scoring system **(Appendix 4).**

If the decision is that an internal candidate is chosen then the personal file must be checked before an offer is made to ensure there are no outstanding issues that have not come to light during the selection process.

Similarly if the successful candidate has worked in the Trust in the past the personal file must be retrieved from archive and checked before an offer is made.

<u>Feedback</u>

The manager or a member of the panel must verbally advise the unsuccessful candidates of the outcome after the interview (usually by telephone). The unsuccessful candidates should be advised on how they can receive more detailed feedback at a time to suit them and be given a contact name and telephone number.

Unsuccessful candidates often ask for information about why they did not get the job because, for example:

- They wish to know how they can improve for any future interviews
- They perceive that the interview went well and they do not understand the outcome.

The feedback should be provided by the manager or another panel member, and should be based on the interview assessment form **(Appendix 4).**

Internal candidates who are unsuccessful at interview should be positively encouraged to seek feedback in order to help them in their career development. The manager of the unsuccessful internal candidate may wish to review that person's Personal Development Plan to help prepare them for future job applications. This is an important part of the Trust's Talent Management Programme.

The selection decision will be confirmed to the Recruitment officer on the Interview Agenda and Outcome form which can be completed and sent by email. The interview papers for all applicants must be returned to the Recruitment officer as it is a requirement that this is securely stored for 12 months and it will also be required for audit purposes (see Section 12 below).

<u>STAGE 5 THE OFFER</u>

- A member of the interview panel will contact the successful candidate conditionally to make a job offer. The manager must also confirm that the candidate is happy for pre-employment checks to be started and record this on the Interview Agenda & Outcome form (Appendix ?)

- A member of the interview panel will also telephone the unsuccessful interview candidates to tell them the outcome and offer feedback.
- On receipt of the Interview Agenda & Outcome form the Recruitment officer will initiate the formal conditional offer and all pre employment checks.
- On completion of all pre employment checks the Recruitment officer will issue a letter inviting the new employee to Trust induction together with the statement of main terms and conditions of employee.

11 INDUCTION AND ORIENTATION

All staff new to the Trust must attend Trust Corporate Induction to gain a positive introduction to the Trust, understand the values and objectives and complete their Mandatory Training prior to going live in their new job. This requirement will be waived only in exceptional circumstances. If there is a requirement for a candidate to start prior to Trust Induction, or attend Induction prior to completion of clearances the Recruiting Manager must complete a Risk Assessment and obtain approval from the Recruitment and Resourcing Manager or the Head of Workforce Planning & Resourcing and .

Good local induction is essential to enable the successful candidate to settle quickly into the new organisation. Like recruitment it needs to be planned and to cover the specific requirements of the Trust, the team and the individual. A local induction checklist is available from the Trust Net.

12 PRE-EMPLOYMENT CHECKS AND PROCEDURES

The following arrangements apply to pre employment checks for all directly employed Trust employees including permanent, temporary and bank staff.

NHS EMPLOYMENT CHECKS STANDARDS INCLUDE:

- Identity Checks
- Right to Work Check
- Registration and Qualification Checks
- Employment History and Reference Checks
- Occupational Health Checks
- Pre employment declaration
- Disclosure & Barring Service

VERIFICATION OF IDENTITY CHECK
The identity of a prospective employee must be verified before the offer can be confirmed. Photographic ID should be used wherever possible. Only original documents or authorised replacements are acceptable. It is not possible to verify an individual's identity except by having the document and the person together at the same time (it is not enough for the documents to be sent in later by post). Photocopies of documents seen must be taken; they must be signed saying that the originals were seen. The DBS policy gives a list of acceptable documents.

ELIGIBILITY TO WORK IN THE UK
It is a criminal offence to knowingly employ illegal migrant workers and employers of migrant workers are responsible for checking their ongoing entitlement to work in the UK. Failure to check the entitlement of all prospective employees to work in the UK could result in a civil penalty of up to £20,000 per illegal worker. Failure to treat all staff equally in the application of this check could also breach the Equality Act 2010. Managers are encouraged to refer to the UK Visas and Immigration website for more information at

https://www.gov.uk/government/organisations/uk-visas-and-immigration . The verification of identity check and the right to work checks should be carried out in conjunction, so that we can satisfy ourselves that the individual presenting the documents is their rightful owner.

Ashford and St Peter's Hospitals NHS Foundation Trust is a Home Office licensed sponsor for a Skilled Worker sponsorship. A Skilled Worker visa allows you to come to or stay in the UK to do an eligible job with an approved employer. This visa has replaced the Tier 2 (General) work visa.

To qualify for a Skilled Worker visa, the candidate must:

- Work for a UK employer that's been approved by the Home Office
- Have a certificate of sponsorship from the employer with information about the role that has been offered in the UK
- Do a job that's on the list of eligible occupations
- To be paid a minimum salary – depends on the work they do
- Speak English to the required standard

In addition to this, the job offer must meet the applicable minimum salary threshold. This is the higher of either:

- the general salary threshold set by Her Majesty's Government on advice of the independent Migration Advisory Committee at £25,600, or
- the specific salary requirement for their occupation, known as the "going rate"

It is necessary for the employer to check an individual's eligibility to work in the UK, to validate that the documents seen are appropriate, and to retain a copy of those documents on file. If an illegal migrant is employed because fraudulent documents were supplied, which could not have been detected as fraudulent, the employer can establish a statutory defence where it can show that at the time the employment commenced, it had inspected, checked and retained copies of documents demonstrating that the individual could work, and had no reason to believe the evidence presented was false.

The HR and Recruitment Teams will provide support and advice to managers.

These checks must be repeated at least every twelve months where an employee has time-limited permission to live and work in the UK.

It is the responsibility of the individual to obtain, and meet the cost of, any visa or travel entry clearance required.

REGISTRATION AND QUALIFICATIONS (WHERE APPROPRIATE TO THE POST)

Qualifications relevant to the position applied for must be verified by validating the original certificates at the interview stage (by the recruiting line manager). Where professional registration is a condition of the post, the Recruitment Officer will also make an online check of current registration on professional body websites. This policy should be read in conjunction with the policy on Professional Registration.

EMPLOYMENT HISTORY AND REFERENCE CHECKS

References will ask for confirmation that the candidate was employed by / known to the referee, including:

- dates of employment and the position held/duties carried out
- an assessment of the candidate's suitability for the post, including punctuality, reliability, honesty, trustworthiness, working relationships and attendance record (sickness information may only be requested after an offer of employment has been made).

- referees will also be asked to add any further information on performance, achievements and character that are relevant to the application.

References will only be sought on the successful candidate after interview.

- Previous employment history must be checked before a conditional offer can be confirmed and a start date agreed.
- References must be cross checked against the application form and employment history to ensure that any gaps are explained and that the most appropriate referees are contacted.
- References must be obtained in writing usually by email and the referee address/email must be their place of employment and not a home address, or a business email not a personal account. If referees are retired, no longer working for the same employer, the Recruitment Officer should verify their previous occupation to which the reference relates.
- Where small, unknown businesses are given as previous employers and referees the recruitment officer must check the existence of the organisation on the Internet.
- It may be necessary to obtain a verbal reference to expedite an offer but this must recorded in writing and a confirmation written reference requested.
- A minimum period of 3 years (preferably 5 years) must be covered by a minimum of 2 references. If necessary more than 2 references must be sought.
- Outstanding references should be chased up weekly by the recruitment officer (or more often) and once received, counter-signed by the manager to confirm they are satisfactory.
- The Recruiting Manager should discuss any reference queries with their HR Team. If references are deemed to be unsatisfactory and this leads to the withdrawal of a conditional job offer, this should be communicated to the candidate by the Recruiting Manager and confirmed by the Recruitment Officer.The Trust seeks references on a '**not confidential basis'** and can be disclosed if requested by the individual to whom it refers to.

<u>Employment references</u>: References should usually be completed on the Trust's standard reference form (Appendix 8) and must be obtained from the current and last employer of the applicant. They must be from the line manager who must be in a position senior enough to be able to comment on the quality of the candidate's work, attendance etc. References from colleagues on the same level or from managers who were not the line manager are not acceptable.

<u>Student references</u>: references must be obtained from the head teacher or tutor at the relevant school/college/university and give information about the dates attended and subjects covered.

<u>Self employed candidates</u>: evidence must be obtained (for example, from HM Revenue & Customs, bankers, accountants, solicitors, client references, etc), to confirm that the business was properly conducted and that the candidate's involvement in the business was terminated satisfactorily.

<u>Personal reference</u>: in exceptional circumstances, personal references should be obtained if the applicant has not worked for some time and is therefore unable to give a current or last employer. These must be from a person of some standing in the community such as a doctor, solicitor, MP or professional person who is not related to the candidate or involved in any financial arrangement with them. The referee must NOT be a relative or personal friend.

<u>Testimonials</u>: submitted by candidates from abroad or where the applicant has been made redundant and their employer has ceased trading are only acceptable in the most

exceptional circumstances and they should be verified by the writer or another source wherever possible.

OCCUPATIONAL HEALTH (OH) CHECK

Successful candidates must undergo pre-employment health screening as part of their pre employment checks in accordance with the Trust's Pre Employment Policy (OH). **Candidates cannot start a new post until health clearance has been received.** The checks are designed to:

- Ensure that prospective staff are physically and psychologically capable of doing the work proposed, taking into account any current or previous illness
- Identify anyone likely to be at excess risk of developing work-related illnesses from hazardous agents in the workplace
- Ensure as far as possible that the prospective employee does not represent a risk to patients and that they will be doing work that is safe and suitable for them.

The checks should include:

- A health questionnaire completed on-line after interview and a conditional job offer
- An interview with an occupational health nursing adviser, if the questionnaire needs clarification, or where immunisation / vaccination is required, or where special duties of the post require separate health checks.
- Onward referral to an occupational health physician, if appropriate.

All checks must take into account the requirements of the Equality Act 2010 and may recommend that reasonable adjustments are made to ensure that people can work in the NHS regardless of physical impairment or learning disabilities. OH may be able to advise on what type of adjustments might be suitable, but the reasonableness and practicability of those adjustments is for the manager to decide. Managers should discuss any recommendations made with their HR advisor

All information concerning the health of a candidate is confidential and appointing managers will simply be advised that the candidate is either fit, any recommended reasonable adjustments or considered unsuitable for the post being offered.

PRE EMPLOYMENT DECLARATION

The pre employment declaration form will be sent to all successful candidates with their conditional offer letter, which requires candidates to declare any spent or unspent cautions, warnings and convictions in line with the Rehabilitation of Offenders Act.

DISCLOSURE & BARRING SERVICE CHECK (PREVIOUSLY CRIMINAL RECORDS BUREAU)

The CRB has been replaced by the Disclosure and Barring Service. This check will be obtained in accordance with the Trust's Disclosure & Barring Service Policy. The job description for the post should indicate whether or not a check is required.

Where the post meets the current criteria (as detailed in the DBS Policy) a check will also be made against the Criminal and Barring Services lists of people barred from working with Children & Vulnerable Adults.

The DBS Application details and guidance notes will be sent to the successful applicant with their written conditional offer. Candidates will not be allowed to start work until a satisfactory DBS Disclosure has been received, unless a Risk Assessment has been carried out and authorised as required by the Policy

PROCESS FOR FOLLOWING UP THOSE WHO FAIL TO SATISFY THE CHECKING ARRANGEMENTS

Pre Employment Checks – New Employees	Employment Checks – Current Employees
1. Identity Checks	
• Stop recruitment process • Consult with HR over possible reference to police &/or NHS Counter Fraud Office, relevant Professional Registration Body etc.	• Immediately suspend the employee from duty • Implement disciplinary procedure and if necessary refer the issue to NHS Counter Fraud Office, Professional Registration Body based on HR advice.
2. Right to Work Checks	
• Stop recruitment process • Notify previous employer if applicable and the UK Border Agency	• Immediately suspend the employee from duty • Inform UK Border Agency • Implement disciplinary procedure and if necessary refer the issue to NHS Counter Fraud Office, Professional Registration Body based on HR advice.
3. Registration and Qualification Checks	
• Stop recruitment process • Consult with HR over possible reference to police &/or NHS Counter Fraud Office, relevant Professional Registration Body etc. • Notify current employer if applicable.	• Refer to NHS Surrey Policy for the Registration of Professional Clinical Staff
4. Employment History and Reference Checks	
Employment History: • Stop recruitment process • Interview the candidate with HR Manager present to identify reasons for discrepancies and if there is no satisfactory explanation then the individual will not be employed by the Trust and if applicable current employer will be notified. *Reference Checks:* • If not satisfactory, the manager will need to take HR advice and this may lead to recruitment process stopping at that point. • If deemed unsatisfactory and this leads to a conditional offer being withdrawn, this should be communicated to the candidate by the Recruiting Manager/HR Team. The Recruitment Officer should follow this up by sending out the standard withdrawal letter.	*Employment History:* • Initially meet the candidate informally to explore the reasons for discrepancy • Consider if the discrepancy would affect their employment status Meet under Disciplinary procedures *Reference Checks:* • .Not applicable
5. Occupational Health Checks	
• Full Occupational Health check should be undertaken. However, if the occupational health check identifies the individual as unable to work in the post then the individual	• Refer to Sickness Absence policy

must be notified and the recruitment process stops. • Consideration to be given to notifying the current employer.	
6. Pre Employment Declaration andDBS Checks	
• If the Pre Employment document returned by the candidate records any Yes answers, then should be shown to the HR Team, who will then decide whether this is be discussed with the Recruiting Manager at this stage or wait until the result of a DBS check (if being requested) is received. The Recruitment Officer will check the candidate application form to ascertain whether any issue was declared. • If DBS check comes back with criminal conviction(s) confirmed, the information is provided to the line manager and a risk assessment must be carried out in accordance with the DBS Policy. • Following a further interview with the candidate the manager will decide whether or not to proceed with the appointment. •	• If a member of staff is DBS checked on moving to a new post or through a 3 year recheck the risk assessment process will be carried out before a decision is made on further action. • Consideration will be given to disciplinary action depending on the post and the seriousness and relevance of the matter disclosed by the DBS.

13 DOCUMENTATION

- The Recruitment and HR Teams will keep all documentation relating to recruitment activity for a period of twelve months after the completion of the selection process.
- Documentation relating to the successful candidate will form part of their personnel file.
- Line Managers must forward all documentation from the selection process to Recruitment; including but not limited to interview notes on all applicants, application forms and so on.
- Recruitment will securely destroy records in accordance with document storage guidelines.
- To ensure we meet our obligations as an employer, evidence of checks undertaken on prospective employees will be retained on the personal file of each employee. This includes copying and countersigning the relevant pages of passports, which will be retained in the personnel file.
- The Starters Checklist **(Appendix 5)** will be completed by the recruitment officer and kept in the file to ensure all checks are completed and enable periodic audit.
- Records will be kept on ESR and paper copies in personal files as appropriate

14 DISSEMINATION AND IMPLEMENTATION

This Policy will be disseminated via the Trust Net and by email to managers. A copy will be accessible on the Trust Intranet.   The Policy will be implemented by providing training and updates to managers and HR staff and by ensuring the Recruitment Officers and HR Advisors are well versed in its content and are able to provide advice support and guidance to managers.

15 PROCESS FOR MONITORING COMPLIANCE WITH THE EFFECTIVENESS OF THIS POLICY

This policy will be reviewed three yearly and its effectiveness assessed by reviewing its implementation across the organisation in line with the requirements of the NHSLA minimum dataset for Standard 1.1.10 and the requirements of CQC.

Audits carried out six monthly of a sample of 10 new employee files will assess the policy's effectiveness for compliance with the requirements for adherence to processes including obtaining proper authorisations; of employment checks on appointment and of correct documentation on the personal file to confirm employment checks. The results of these audits will be reported by the Resourcing Manager to the Workforce Development Group.

16 ARCHIVING ARRANGEMENTS

Responsibility for archiving trust-wide policies lies with the Quality Department where all paper copies will be stored, and electronic folders have been set up to hold master copies. Requests for retrieval of documents can be made to the Quality Dept.

Local policy (i.e. documents which are not Trust-wide and relate to specific areas) are the responsibility of the originating department for archiving. The department will need to have in place a process for the storage of documents which have expired and an effective system for retrieval when necessary.

17 EQUALITY IMPACT ASSESSMENT

See appendix 6

18 REFERENCES & BIBLIOGRAPHY

NHS Employers Employment Check Standards:
http://www.nhsemployers.org/RecruitmentAndRetention/Employment-checks/Employment-Check-Standards/Pages/Employment-Check-Standards.aspx

CQC Standards
http://www.cqc.org.uk/_db/_documents/Summary_of_regulations_outcomes_and_judgement_framework_March_2010_FINAL_201003315109.pdf

Borders Agency Points Based System
http://www.ukba.homeoffice.gov.uk/employers/
http://www.ukba.homeoffice.gov.uk/workingintheuk/

Equality Act 2010
http://www.equalityhumanrights.com/legal-and-policy/equality-act/
http://www.equalities.gov.uk/pdf/401727_GEO_EqualityLaw_PublicSector_acc.pdf
http://www.acas.org.uk/index.aspx?articleid=3017

Disclosure & Barring Service
http://www.dbsd.homeoffice.gov.uk/

Independent Safeguarding Authority

http://www.isa-gov.org.uk/

NHS Litigation Authority
http://www.nhsla.com/RiskManagement/

Access to Work Scheme
http://www.direct.gov.uk/en/DisabledPeople/Employmentsupport/WorkSchemesAndProgrammes/DG_4000347

Text relay (formerly Typetalk) service for applicants and staff with Hearing impairments
http://www.textrelay.org/

Short-listing Form

Post	....	Reference No	....	Date	....
Grade	....	Hours	....	No of Applicants Received	....
Short-listing Members	....	Where Advertised	....		

This form can be used as a Back Up prior to Managers entering scores onto NHS Jobs which is mandatory. You will need to allow at least **10 working days** from the completion of your on line shortlisting. Any delay will inevitably result in less time for short-listed candidates to prepare for their interview and there will also be a delay in requesting references. Short-listed candidates should ONLY be selected using the criteria previously identified in the person specification.

No	**Reference Number**	**Essential**					**Desirable**					**Totals**	**Short-listed**		**Comments / Reason for Rejection**
		1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**	**5**		**Y**	**N**	IQ = Incompatible Qualifications ID = Insufficient details provided PE = Previous experience less appropriate than other applicants O = Other (Please specify)
1.															
2.															
3.															
4.															
5.															
6.															
7.															
8.															
9.															
10.															
11.															
12.															
13.															
Score 0 to 5, where 0 means they do not in any way meet the criteria and 5 means they fully meet the criteria. DO NOT USE HALF MARKS															

Interview Date	....	Interview Venue	....	Base	....
Start Time	....	Duration of each interview	....	Panel Members	....

CANDIDATE INTERVIEW FORM

Post:	**Interview Date:**
Candidate Name:	**Panel Members:**

Competency rating score: Give candidate a score of 1 to 5 where 1 = considerable development required and 5 = considerably above standard

QUESTION	CRITERIA & EVIDENCE	COMMENTS	SCORE 0 to 5
1.			
2.			
3.			
4.			
5.			
6.			

HOUSEKEEPING QUESTIONS

Working conditions explainedand discussed at interview (eg: full shift rota/ 7 day working, cross site working, hybrid working (working from home / on site), on call etc)	Yes / No
Explanation for gaps in employment obtained & recorded?	Yes / No
Reasons for leaving all jobs obtained & recorded?	Yes / No
References cover last three years and current / most recent employer	Yes / No
Proof of identity seen, certified & copy attached?	Yes / No
Original qualification certificates seen, certified and copies attached?	Yes / No
Suitability of references checked & discussed at interview if appropriate?	Yes / No
AVERAGE SCORE (0 to 5 where 3 or more is appointable) = sum of scores divided by number of questions	
Offer post?	Yes/No

REQUIRED INFORMATION FOR SUCCESSFUL CANDIDATE			
Date conditional offer made by telephone			
Verbal permission to commence pre-employment checks obtained:			
Details of hours per week agreed at interview and any flexible working arrangements			
Fixed term appointment?	Yes/No	If fixed term length of appointment or end date:	

To report to (name & title)				Target Start date (induction day)		
		Holidays to be honoured? (dates)				

Revised August 2021

Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

INTERVIEW AGENDA & OUTCOME RECORD

POST TITLE					
REFERENCE NO		GRADE		HOURS P/W	
DATE					
VENUE					
PANEL					
PRESENTATION OR TESTS?					

TIME	NAME OF CANDIDATE	TELEPHONE NUMBER	CONFIRMED	SCORE	APPOINT	REJECT	REJECT CODE	REASONS / COMMENTS	CANDIDATE CONTACTED WITH OUTCOME?	PERMISSION FROM SUCCESSFUL CANDIDATE TO COMMENCE CHECKS?

PLEASE REMEMBER

RETURN THIS COMPLETED FORM TO HR WITH CANDIDATE SCORE SHEETS

SIGNED PANEL CHAIR		DATE		JOB TITLE	

	SCORING GUIDANCE

Please ensure each panel member completes an interview score sheet for each candidate and that panel members have scored individually and these score sheets are returned with this outcome form.

<u>Scoring Rating Scale</u>

- 5 Considerably above standard required in the person specification
- 4 Above Standard to required in the person specification
- 3 Meets Standard / appointable against the person specification
- 2 Development required to meet the person specification
- 1 Considerable development required to meet the person specification

An overall score should be given for each candidate based on interview, tests, assessments (add each panel members' score together and divide by number of panel members to give a score out of 5).
The candidate with the highest score (at least 3 or above) should be appointed to the post unless you can justify another candidate (or no candidate) being selected, which must be explained clearly in the comments section.

If the candidate scores **3** or above then this indicates that they are appointable. A score **below 3** indicates development is required to be able to carry out the basic functions of the post and that you must think carefully about the support necessary to enable the candidate to meet the requirements of the job before considering appointing.

Reason(s) for rejection should be indicated by printing the appropriate rejection code in the table below alongside the candidate's name.

<u>Rejection codes</u>

- IQ Incompatible qualifications
- PE Previous experience less appropriate than other applicants
- NA Non attendance at interview
- NI Applicant withdrew following interview
- JR Job offer refused
- SC Spent conviction (post not exempted)
- Other (please specify)

The Chair of the interview panel / or Recruiting Manager should telephone all interviewed candidates to inform them of the outcome and offer feedback to unsuccessful applicants. The feedback to be given should be agreed by the panel. The successful applicant may be offered the post **subject to pre employment clearances**

Please return all paperwork to your Recruitment Officer and confirmation of the preferred candidate(s). The Recruitment Officer will liaise with the successful applicant(s) and will send the conditional offer letter and instructions to complete employment clearances.

STARTERS CHECK LIST				
Name				
Post name				
ERF date		**IV date**		
IV paperwork from manager date				
All IV info complete? Yes/No				
IV form follow up date (if needed)				
Verbal consent for pre emp checks obtained				
REFERENCES	Sent	Chased	Returned	Approved
Reference 1				
Reference 2				
Reference 3				
Reference 4				
Ref info cross checked with application form & other documents				
OCCUPATIONAL HEALTH FORM & CLEARANCE				
To Applicant	To OHD	Appt	Cleared	
CONDITIONAL OFFER				
	Sent to candidate (date)		Returned by candidate (date)	
Offer letter (cc manager) & email				
Dress Code				
DBS applicant guide				
Acceptance form				
New employee info form				
Declaration				
P45/P46				
Pension Questionnaire				
EWTD Form				
Drs mess opt out form				
Accommodation application form & info				
Security pass form		To Security:		
Uniform request:		To Ward:		
Copy Offer Letter to Mgr				
Registration checked				
Alert list/restrictions checked				
POST ACCEPTED				
DBS Logged & sent to DBS				
DBS risk assmt/waiver completed				
DBS Disclosure Rec'd (date & ref no)				
Overseas Police Check				
Certified copy of original photo ID **(x2 or x1)** on file				
Certified copy proof of address (≤ 3 months or 12 months old) **(x1 or x2)** on file				
DOB Verified				
DOB & full name cross checked on all documents				
Signature cross checked				
Job Description (up to date) on file				
Certified copies of Qualification Certificates on file				
INDUCTION LETTER & programme to candidate cc manager				
INDUCTION Booked for:				
Appointment email to manager				

STARTERS CHECK LIST				
Name				
Post name				
ERF date		**IV date**		
IV paperwork from manager date				
All IV info complete? Yes/No				
IV form follow up date (if needed)				
Verbal consent for pre emp checks obtained				
REFERENCES	Sent	Chased	Returned	Approved
Reference 1				
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Reference 3				
Reference 4				
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OCCUPATIONAL HEALTH FORM & CLEARANCE				
To Applicant	To OHD	Appt.	Cleared	
CONDITIONAL OFFER				
	Sent to candidate (date)		Returned by candidate (date)	
Offer letter (cc manager) & email				
Dress Code				
DBS applicant guide				
Acceptance form				
New employee info form				
Declaration				
P45/P46				
Pension Questionnaire				
EWTD Form				
Drs mess opt out form				
Accommodation application form & info				
Security pass form		To Security:		
Uniform request:		To Ward:		
Copy Offer Letter to Mgr				
Registration checked				
Alert list/restrictions checked				
POST ACCEPTED				
DBS Logged & sent to DBS				
DBS risk assmt/waiver completed				
DBS Disclosure Rec'd (date & ref no)				
Overseas Police Check				
Certified copy of original photo ID **(x2 or x1)** on file				
Certified copy proof of address (≤ 3 months or 12 months old) **(x1 or x2)** on file				
DOB Verified				
DOB & full name cross checked on all documents				
Signature cross checked				
Job Description (up to date) on file				
Certified copies of Qualification Certificates on file				
INDUCTION LETTER & programme to candidate cc manager				
INDUCTION Booked for:				
Appointment email to manager				

Start confirmed by manager	
RIGHT TO WORK CHECKED	
VISA SPONSORSHIP APPLICATION	
Certificate Issue Date	
Visa Received	
Visa Expires	
CONTRACT SENT	

Start confirmed by manager	
RIGHT TO WORK CHECKED	
VISA SPONSORSHIP APPLICATION	
Certificate Issue Date	
Visa Received	
Visa Expires	
CONTRACT SENT	

August 2021

Equality Impact Assessment

Carried Out By: HR Directorate
Background • Description of the aims of the policy • Context in which the policy operates • Who was involved in the Equality Impact Assessment

Introduction

The recruitment policy sets out the overall policy for recruitment and selection at Ashford and St Peters Hospitals NHS Foundation Trust (the Trust) and incorporates agreed procedures for recruitment and selection within the organisation, ranging from identifying the need to recruit through to orientation into the Trust. This is written in accordance with HSC 2002/008 which details Pre and Post employment checks for all persons in England and NHS Employers Employment Checks Standards, 2008 and Section 31 of Agenda for Change. The Trust's Recruitment and Selection Procedure provides a framework to ensure that managers and others are able to select the best person for the job in a process that is fair, open and consistent.

Purpose

3.7 Fair recruitment and selection is part of the Trust's wider commitment to equality of opportunity in employment. Effective recruitment and selection of staff are key elements in ensuring that the Trust has the skills and capabilities in its workforce to achieve its business aims. It is clear that investing time in planning the recruitment process at the onset, including responsibilities and timeframes, will save more time and avoid future problems.

3.8 This policy complies with current legislation as at 1st August 2008 including NHS Employers Employment Checks Standards, 2008 and Borders & Immigration (Home Office) Agency Points Based System, 2008. Applicants for employment who believe that they have suffered unlawful discrimination have the right to bring a complaint to an Employment Tribunal. Individual members of selection panels, as well as the Trust, can be liable under the Race Relations, Sex Discrimination and Disability Discrimination Acts and Employment Equality Regulations for Religion, Belief or Sexual Orientation and Employment Equality Regulations for Age.

3.9 All recruitment information can be provided in a variety of formats on request for example: large print, on tape, or Braille

3.10 It is the responsibility of the Trust and recruiting managers to comply with Trust policy and attend recruitment and selection training. This will provide adequate guidance and training to ensure that they apply the most effective standards of best practice in all aspects of the recruitment and selection process.

3.11 The purpose of the policy is to enable everyone involved in the recruitment and selection process to recruit the best possible person to a vacant post.

3.12 The initial experience of applying for a job with the Trust can leave a person with a permanent impression of the organisation and of the NHS as an employer. The Trust wishes to convey a professional image to all potential applicants. To achieve this it will provide them with good information and treat them fairly and with respect.

3.13 All those involved in recruitment and selection will use this policy and procedure. Other policies exist for consultants, junior doctors, bank workers and volunteers.

3.14 In support of the strategic aim of the national HR framework, "Working Together" the Trust aims to ensure that it has a quality workforce, in the right numbers, with the right skills and diversity, organised in the right way, to deliver the Government's service objectives for health and social care.

3.15 The Trust seeks to develop positive practice to promote equality of opportunity in employment. This involves encouraging staff to develop to their full potential and making the best use of the human resource element within the organisation.

3.16 The Trust aims to attract and appoint the best candidates for the employment regardless of their gender, race, colour or nationality, marital status, pregnancy, age, disability, social background, ethnicity, religion, belief or sexual orientation. All employees and potential employees will be made aware of this policy objective.

3.17 In addition the Trust holds the Two Ticks symbol (Positive about Disability'). The scheme is designed to encourage employers to give a greater commitment to employing people with a disability. There are 5 commitments, which an employer must adhere to as follows:

- To interview all applicants with a disability who meet the minimum criteria for a job vacancy and consider them on their abilities.
- To ensure there is a mechanism in place to discuss at any time, but at least once a year, with disabled employees what you and they can do to develop and use their abilities.
- To make every effort when employees become disabled to make sure they stay in employment. Where, on the advice of Occupational Health, it is necessary to redeploy a staff member on health grounds they will be considered before any other applicant
- To take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work.
- Each year, to review the 5 commitments and what has been achieved, to plan ways to improve on them and let employees and the Employment Service know about progress and future plans.

3.18 The commitments have a direct relevance to recruitment and selection and appropriate information has been included in the relevant sections in the procedure. In addition a new employee with a disability may apply for access to work support, for example, adaptations to the workplace or equipment ('reasonable adjustment').

It was decided to setup a panel to carryout the impact assessment involving Recruitment Manager, HR Manager/Workforce Equality Lead, and HR Advisor. Other people involved were the recruitment team, the external audit team Chantre Vellacott, the BME network and the Disability Action Group.

Methodology

- A brief account of how the likely effects of the policy was assessed (to include race and ethnic origin, disability, gender, culture, religion or belief, sexual orientation, age)
- The data sources and any other information used
- The consultation that was carried out (who, why and how?)

The basis of the assessment was the South East Coast BME Network Review which was based on Trust data.

The review indicated a number of recommendations in relation to recruitment and selection within the South East Coast area, as a result of this the Trust decided to undertake an external audit using Chantrey Vellacott. Following their audit a number of recommendations were made.

A wide range of people were involved in the consultation process for example Staff Side representatives, Policy Review Group; BME network; Occupational Health; Resourcing Manager; Recruitment Team, external audit and Disability Action group

Key Findings

- Describe the results of the assessment
- Identify if there is adverse or a potentially adverse impacts for any equalities groups

Race and Ethnic origin

The Trust recognised that staff from BME backgrounds are underrepresented in Band 8a's and above. As a result of this recommendations have been made regarding positive action and this has been included in the recruitment policy.

Religion or belief

Applications are received from a wide variety of religion and belief backgrounds and no adverse impacts were identified in the recruitment process. Care is taken to ensure advertisements and recruitment literature do not demonstrate any bias.

Disability

Although the Trust is already in possession of the two tick symbol it was recognised that the guaranteed interview scheme was not being implemented consistently and steps have been taken to ensure consistency Trust wide.

In addition it has been decided that when on the advice of Occupational Health a member of staff needs to be redeployed that they are not required to go through the competitive process and this has been included in the policy.

Gender

The assessment identified that a disproportionate number of women were appointed in comparison to men. There is no clarity as to the reasons behind the data and further analysis is needed.

Age

Advertisements and person specifications are monitored for age-friendly language (i.e. words such as 'mature' and 'young' are inappropriate).

1. In relation to the recruitment and selection process a number of other points were identified, a system of filter question is used at the early stages of the application process which are sometimes not derived from the person specification. This could lead to claims of discrimination.

2. We indicate that a post can be closed early providing that there are sufficient applications, but the number of applications and length of time the post is open varies.

3. The external audit revealed a lack of information regarding the internal recruitment process. Feedback from the BME network indicated that is widely held perception that where jobs are advertised internally there is already a preferred candidate and this perception is a barrier to staff applying.
Conclusion • Provide a summary of the overall conclusions
The assessment was based on data derived from the national recruitment package NHS Jobs and its own internal staff database ESR. The key findings relate to staff from BME backgrounds regarding accessing the organisation and progressing within the organisation. In relation to people with disabilities a number of measures have been put in place to support them through the recruitment process and employment. Advertisements and recruitment literature are being reviewed to ensure that appropriate language is used to avoid bias.
Recommendations • State recommended changes to the proposed policy as a result of the impact assessment • Where it has not been possible to amend the policy, provide the detail of any actions that have been identified • Describe the plans for reviewing the assessment
It is recommend that a positive action in relation to recruiting people from BME backgrounds into Band 8a and above is rolled out. 1. It is recommend that all selection criteria should be clearly derived from the person specification and that further work is undertaken nationally to ensure the data base can report data on applicants who have not been processed to the next level due to the filter questions. 2. Where posts are closed early it is recommended that further work is undertaken to assess the impact of this on different groups 3. It is recommended that for a trial period all posts are advertised externally and that the data in relation to the change of band/promotion is reviewed at the end of the trial.

Guidance on Equalities Groups

Race and Ethnic origin (includes gypsies and travellers) (consider communication, access to information on services and employment, and ease of access to services and employment)	**Religion or belief** (include dress, individual care needs, family relationships, dietary requirements and spiritual needs for consideration)
Disability (consider communication issues, access to employment and services,	**Sexual orientation including lesbian, gay and bisexual people** (consider whether the

whether individual care needs are being met and whether the policy promotes the involvement of disabled people)	policy/service promotes a culture of openness and takes account of individual needs
Gender (consider care needs and employment issues, identify and remove or justify terms which are gender specific)	**Age** (consider any barriers to accessing services or employment, identify and remove or justify terms which could be ageist, for example, using titles of senior or junior)
Culture (consider dietary requirements, family relationships and individual care needs)	**Social class** (consider ability to access services and information, for example, is information provided in plain English?)