

## Recruitment and Selection Policy

**Solent NHS Trust policies can only be considered to be valid and up-to-date if obtained from the intranet.  
Please visit the intranet for the latest version.**

<b>Purpose of Agreement</b>	The purpose of this policy is to guide managers through the various stages of recruitment and selection processes and to ensure that all such activities are conducted in accordance with relevant legislation and best practice guidelines.
<b>Document Type</b>	<input checked="" type="checkbox"/> Policy <input type="checkbox"/> SOP <input type="checkbox"/> Guideline
<b>Reference Number</b>	Solent NHST/Policy/ HR01
<b>Version</b>	Version 3
<b>Name of Approving Committees/Groups</b>	Policy Steering Group, Assurance Group, Board
<b>Operational Date</b>	May 2017
<b>Document Review Date</b>	May 2020
<b>Document Sponsor (Name &amp; Job Title)</b>	Director of Human Resources and OD
<b>Document Manager (Name &amp; Job Title)</b>	HR Services Manager
<b>Document developed in consultation with</b>	Joint Consultative Committee Doctors & Dentists Negotiating Committee Policy
<b>Intranet Location</b>	Policies; Human Resources
<b>Website Location</b>	N/A
<b>Keywords (for website/intranet uploading)</b>	Recruitment; selection; interviews, pre-employment checks, Fit and Proper Persons, FFP

## Review Log

Include details of when the document was last reviewed.

Version Number	Review Date	Name of reviewer	Ratification Process	Reason for amendments
V2		L Bicknell		Minor changes
V3	01/03/16	L Bicknell	DDNC, JCC,	Incorporating changes to NHS jobs Medical recruitment and Fit and Proper Person requirements

## Summary of Policy

This policy explains the steps that must be taken in order to meet Trust requirements when recruiting to a position which are based on the NHS Standards and good recruitment practice. It outlines the authorisation process, and all steps that must be followed until the new employee commences work.

The policy incorporates Fit and Proper Person checks for Directors/Non-Executive Directors and the Appointment of Consultants Regulations.

The process requirements are contained within Section 4, which is split into 10 separate sub sections. The following sections cover:

- Section 3.1 reviewing the vacancy and includes the process used for 'at risk' staff (paragraph 3.1.7)
- Section 3.2 the advertising process from workforce controls authorisation (paragraph 3.2.1), timescales for adverts (3.2.6), acting up and secondment opportunities (paragraph 3.2.8), and how to extend closing dates (paragraph 3.2.10).
- Section 3.3 the selection process which includes short listing candidates (paragraph 3.3.1), applications from disabled candidates (paragraph 3.3.3), work based testing (paragraph 3.3.4), Director appointments (paragraph 3.3.5) candidates living outside the UK (paragraph 3.3.7), constitution of interview panels (paragraph 3.3.8), questions at the interview (paragraph 3.3.11) and explains the meaning of Resident Labour Market (paragraph 3.3.14)
- Section 3.4 what is accepted as proof of identity
- Section 3.5 user involvement
- Section 3.6 external assessors
- Section 3.7 the appointment process
- Section 3.8 pre-employment checks
- Section 3.9 recruitment of ex-offenders
- Section 3.10 recruitment of volunteers

The roles and responsibilities of individuals involved in the recruitment process are explained in Section 4

Appendix 1 gives a flow chart of the recruitment process, while Appendix 2 provides some guidance notes for recruiting managers., finally Appendix 3 gives a sample candidate interview assessment form.

## **Index**

<b>Section</b>	<b>Reason</b>	<b>Page</b>
1	INTRODUCTION AND PURPOSE	5
2.	SCOPE AND DEFINITIONS	5
3.	PROCESS / REQUIREMENTS	5
4.	ROLES AND RESPONSIBILITIES	11
5.	TRAINING	11
6.	EQUALITY AND DIVERSITY AND MENTAL CAPACITY ACT	12
7.	SUCCESS CRITERIA / MONITORING COMPLIANCE AND THE EFFECTIVENESS OF THE DOCUMENT	12
8.	REVIEW	12
9.	REFERENCES AND LINKS TO OTHER DOCUMENTS	12

## **Appendix**

1	RECRUITMENT PROCESS MAP	13
2	RECRUITMENT PROCESS GUIDANCE NOTES FOR MANAGERS	15
3	CANDIDATE INTERVIEW ASSESSMENT FORM	20
4	COUNTRIES IN THE EUROPEAN ECONOMIC AREA	24
5	EQUALITY IMPACT ASSESSMENT	25

## SOLENT NHS TRUST RECRUITMENT AND SELECTION POLICY

### 1. INTRODUCTION AND PURPOSE

- 1.1 Solent NHS Trust is committed to ensuring the highest possible standards of service delivery. One key way in which this may be achieved is through the use of effective recruitment and selection procedures. The purpose of this policy, therefore, is to guide managers through the various stages of these processes and to ensure that all such activities are conducted in accordance with relevant legislation and best practice guidelines.

### 2. SCOPE & DEFINITIONS

- 2.1 This document applies to all directly and indirectly employed staff within Solent NHS Trust and other persons working within the organisation.
- 2.2 All recruitment and selection to posts within the Trust will proceed in accordance with this policy in order to ensure a transparent, fair, effective and efficient process which is in line with current equality legislation.
- 2.3 It is acknowledged that the majority of Junior Doctor rotation appointments will be made in accordance with the Wessex Deanery Recruitment policy, however non Deanery funded posts will be recruited in accordance with this policy. In all cases pre-employment checks will be undertaken in accordance with this policy.

### 3. PROCESS / REQUIREMENTS

#### 3.1 *Reviewing the Vacancy*

- 3.1.1 When a post becomes vacant, the line manager should consider both current and future service needs, taking account of skill mix requirements and job design, and ensuring that any recruitment activities are consistent with the workforce plan for the service. Any relevant factors which have been highlighted by a previous incumbent of the post should also be borne in mind when reviewing a job description for the purposes of recruitment.
- 3.1.2 For posts covered by the National terms and conditions both the job description and person specification should be developed in accordance with the Agenda for Change (AfC) requirements. All Job Descriptions must be submitted using the Trust approved Job Description and Person Specification template. HR will not process any vacancy that has not been through the AfC job evaluation process. Copies of the current Trust Job description and Person specification templates are available on the Trust intranet. For Medical and Dental positions, job descriptions should be developed in accordance with national templates and for Medical Consultants the relevant Royal College must be consulted.
- 3.1.3 Person specifications are used to determine the skills and abilities, knowledge and experience which are requirements of the post, and should be used for shortlisting suitable candidates during the recruitment process to help assure only suitable candidates are interviewed. It is generally expected, however, that the successful candidate would have the necessary skills to undertake the role and capacity / ability to develop further over a period of time. For posts covered by the National terms and conditions the NHS Knowledge and Skills Framework (KSF) provides a consistent and comprehensive framework for the purposes of personal development review and all posts should have both a full and subset outline. The full KSF outline details the complete skills and competencies the post holder should possess in order to fulfil the full range of the duties and requirements of the post. The subset outline describes the competencies the post-holder should

demonstrate within the first 12 months following their appointment, and as such, would provide a useful guide in terms of developing the selection criteria as outlined within the person specification. The KSF forms part of the appraisal process.

- 3.1.4 In all but exceptional circumstances when there is a clear Genuine Occupational Qualification, managers should avoid specifying a minimum number of years experience required for any post as this does not necessarily relate directly to an individual's competence and may, in fact, contravene age discrimination legislation.
- 3.1.5 Solent NHS Trust promotes a range of employee friendly working practices and, as such, the recruiting manager should consider which of these options may suit the particular post which is being advertised.
- 3.1.6 To ensure the Trust complies with its legal requirements, it is important that the use of fixed term contracts is appropriate and limited to circumstances where this is strictly necessary. Fixed term contracts should only be used to provide time-limited cover i.e. for maternity leave, specialist training, secondment or career breaks; as part of an agreed planning process for structural and organisational change; or for the purposes of fulfilling a particular short term project. (See Fixed Term Contract policy).
- 3.1.7 All approved vacancies will be highlighted to the HR Business Partners in the first instance to identify any staff who are:
- identified as 'at risk' and are suitable to be considered for redeployment.
  - on the redeployment register due to health reasons and the vacancy is suitable for the redeployee.

## **3.2 The Advertising Process (Appendix 1 and 2)**

- 3.2.1 Authorisation must be sought through the relevant workforce controls process before any vacancy may be advertised. The most up to date Trust approvals process can be found on the Trust intranet.
- 3.2.2 It is advisable for the recruiting manager to provide potential applicants with as much relevant information as possible about the post. All such information should be e-mailed to the HR Team who will then ensure that this is made available to either potential applicants or short-listed candidates at the appropriate time.
- 3.2.3 Recruiting managers must set an interview date prior to advertising in order that this may then be publicised from the outset for the benefit of those applicants who are short-listed. It is also good practice to encourage informal visits and/or telephone calls whilst the post is being advertised to enable potential applicants to develop a greater understanding of the vacant post and Solent NHS Trust in general.
- 3.2.4 All vacancies will be advertised on the NHS Jobs website ([www.jobs.nhs.uk](http://www.jobs.nhs.uk)) in the first instance targeting a wide pool of potential applicants. Where this does not generate a sufficient pool of suitable applicants, however, the recruiting manager may request that the post is subsequently advertised through an alternative means, e.g. professional journals, local or national newspapers etc. Approval for expenditure in this respect must be provided by the appropriate Associate Director/Operational Director and will be charged to the recruiting manager's cost centre.
- 3.2.5 For medical and dental consultant positions, posts will be advertised through two different types of media (NHS Jobs and British Medical Journal or equivalent), as specified in the National Health Service (Appointment of Consultant Regulations 2004 (as amended)).

3.2.6. All vacancies will be advertised as follows:

- *Internal* – minimum of 5 days
- *External* – minimum of 5 days unless the post is being advertised to link in with external advertising or to comply with the Resident Labour Market conditions set out by the Home Office where posts could attract candidates from outside the EEA where the minimum period will be 21 days.
- *Medical and Dental Consultants* – the minimum period will be 21 days.

3.2.7 All advertisements will include a statement of the Solent NHS Trust's commitment to equal opportunities and diversity. Discriminatory statements must not be used and every care should be taken to avoid the use of potentially discriminatory language. Likewise, person specifications should not include unjustifiable criteria which may indirectly discriminate against any potential applicants.

3.2.8 All acting up and secondment opportunities should be advertised wherever possible.

3.2.9 On the closing date the HR Team will close down the post on NHS Jobs and notify the recruiting manager of all applications received by this date.

3.2.10 Should there be a requirement to extend the closing date for any reason, the Recruiting Manager should contact the HR Team to extend the closing date.

### **3.3 The Selection Process**

3.3.1 The recruiting manager is responsible for developing the shortlist for interview, via NHS Jobs. Criteria for short-listing must be clearly outlined within the person specification and applied equally to all applicants.

3.3.2 The Trust subscribes to the Two Ticks Scheme whereby if any candidates have indicated they have a disability the Trust will guarantee them an interview if they meet the minimum requirements of the role.

3.3.3 Any internal candidates who have applied for a vacancy and are at risk as a result of an organisational change within the Trust, will be guaranteed an interview if they meet the minimum requirements of the position.

3.3.4 Whilst it is normal practice to use panel interviews in the majority of cases, these may be supplemented by a range of work-related activities, for example typing tests, in-tray exercises, presentations, psychometric assessments, fitness tests and group discussions etc. The recruiting manager should indicate via NHS Jobs whether any further assessment methods are to be used as part of the selection process in order that candidates may be notified accordingly.

3.3.5 For all Director appointments candidates will be required to be interviewed by an occupational psychologist, undertake psychometric testing as part of the recruitment process and other checks as required by the Regulations 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

3.3.6 Candidates will be invited for interview and notified of any additional requirements on behalf of the recruiting manager via NHS Jobs. Each candidate will confirm attendance by return to NHS Jobs.

3.3.7 Some candidates particularly from Overseas may request an interview via Skype. It is the decision of the Recruiting Manager if they wish to undertake the interview via this media as they will require access to a Skype account to undertake the interview. They will also need to consider how they will facilitate any work related tests they require to be undertaken in these circumstances.

- 3.3.8 The main objective of the selection process is to obtain as much relevant information about each short-listed applicant as possible in order that the panel may make an objective and informed decision in terms of which person is the most suitable candidate for the post.
- 3.3.9 A minimum of two people should form each interview panel and those involved should be proficient in recruitment and selection techniques. The Chair of the interview panel should have experience of selection interviews and wherever possible have attended training on selection and recruitment. Requests can be made to the HR team to participate in the selection interview should further experience be required.
- 3.3.10 If an interview pack is required by the interviewing panel, it can be downloaded from NHS Jobs.
- 3.3.11 Prior to the commencement of interviews, panel members should agree interview questions which relate both to the job description and person specification for the post and the application forms of candidates being interviewed. The Chair of the panel will determine the structure of the selection process and ensure that candidates are informed of this at the outset. All panel members should be given the opportunity to ask questions to help determine the most suitable candidate for the post. Whilst the same core questions should be asked of all candidates, the process should also be tailored to individual candidates as necessary and supplementary questions may be asked as a means of assessing each candidate's individual skills, experience and suitability for the post.
- 3.3.12 Whilst all those involved should ensure their conduct remains consistent with legislative requirements and good practice guidelines, the Chair has ultimate responsibility for ensuring that all applicants are considered solely on their suitability for the post in question. The Chair will also be responsible for making the final selection decision in situations where opinions as to the most suitable candidate differ amongst panel members.
- 3.3.13 The panel should assess each candidate against the criteria outlined in the person specification for the post, using the Candidate Interview Assessment Form shown at Appendix 3. Detailed notes should be taken throughout the process and retained by the chair of the panel for a minimum of 6 months, at which time they should be destroyed. If interviews involved candidates from outside the Resident Labour Market see paragraph 4.3.14, documentation must be retained for the whole time the successful candidate is employed by the Trust. If the successful candidate is from outside the Resident Labour Market, notes of all interviews should be returned to the HR team.
- 3.3.14 Resident Labour Market means: A "resident worker" is a person who is a European Economic Area (EEA) national or has settled status in the UK within the meaning of the Immigration Act 1971, as amended the Immigration and Asylum Act 1999 and the Nationality, Immigration and Asylum Act 2002. A list of Countries in the EEA is shown at Appendix 4.

### **3.4 Proof of Identity, Disclosure and Barring Checks (DBS), Qualifications and Eligibility to Work in the UK**

- 3.4.1 It is a requirement for the Chair of the selection panel to ensure that identity checks for all candidates at the time of interview are undertaken. This would include verification and photocopying of:
- current passport,
  - photo driving license,
  - birth certificate, or
  - adoption certificate,
  - utility bill confirming address issued within the last three months,
  - all essential qualifications which are specified in the person specification, and



- up-to-date registration details.

3.4.2 Likewise, anyone who wishes to work in the UK and who is not a national of the European Economic Area requires a Certificate of Sponsorship (CoS). CoS's are not transferable; instead they are issued for an individual to do a particular job with a specific employer. Spouses of Certificate of Sponsorship holders who have been granted leave to remain as dependants of a CoS holder have the right to work in the UK so long as they remain married. Recruiting managers will, therefore, need to check the status of interview candidates who are not EU nationals. Alternatively, if the position is classed as 'hard to fill' the HR Team may be requested to apply for a Certificate of Sponsorship on behalf of the recruiting manager.

3.4.3 Photocopies of all the documents witnessed at interview should be certified as a true copy by the manager before the copies are then emailed to the HR Team once the interviews have been completed.

### **3.5 User Involvement**

3.5.1 As a Trust we acknowledge the benefits of user involvement in our service redesign and other business practices such as recruitment. Within some of our clinical areas it is appropriate for us to involve a patient/service-user in the interview and selection process. Dependent upon the nature of the vacant post and the service in which the vacancy is, arrangements will be made to involve patients or people who access our services in the recruitment process.

### **3.6 External Assessors**

3.6.1 It may also be essential or desirable to involve an external assessor in the selection process. The recruiting manager will be responsible for making the appropriate arrangements in this respect and for ensuring that reimbursement is provided for expenses incurred by the assessor for the purposes of participation.

3.6.2 The recruiting manager should then ensure that the HR Team have the necessary information relating to external assessors in order that they may send copies of the documentation prior to the interviews.

3.6.3 The external assessor will be able to ask questions of the candidates at interview, however, their primary purpose will be to advise on the professional competence of candidates and their ability to fulfil the criteria for the post.

3.6.4 Any panel members, including the external assessor, must declare a conflict of interest as soon as this becomes apparent in order that alternative arrangements can be made.

3.6.5 When appointing Very Senior Managers (Directors) or Medical and Dental Consultants it is a requirement that an external assessor is present at all interviews.

### **3.7 The Appointment Process**

3.7.1 It is good practice for the recruiting manager to contact both the successful and also unsuccessful candidates by telephone shortly after interview to inform them of the outcome and to provide feedback on interview performance as required.

3.7.2 The recruiting manager should update NHS Jobs with outcome details within 24 hours and complete the offer of employment form, the latest version being available on the Solent Intranet, Managers Toolkit, Recruitment section. This form, together with the IT access requirements form & copies of ID verified documents should be emailed to the HR team who will then:

- take up references on behalf of the recruiting manager;
- verify professional registration;
- check the National Performers list or Section 12 membership where appropriate; and
- Undertake informal enquiries for Very Senior Managers (Directors) by searching internet search engines e.g. Google, the insolvency and bankruptcy register, disqualified directors register, and social media checks, etc.
- request an email account and any IT access specified by the Manager
- set up link on E-DBS

3.7.3 A record is maintained within the HR Department to ensure that a consistent and rigorous process is followed with regards to pre-employment checks . The process is then audited to monitor compliance.

3.7.4 The HR team will email an Offer and Contract of Employment subject to pre-employment checks, together with the following:

- Occupational Health Form
- Link to E-DBS online application form and instruction when position applied for dictates DBS check required.
- Fit and Proper Persons self-declaration form (Directors and Non-Executive Directors)
- ESR Personal Information form
- Proposed start date
- Details of Corporate Induction date

3.7.5 The Recruiting Manager will be sent a copy of the contract of employment as well as confirmation of start date and Corporate Induction date. It is the manager's responsibility to ensure the individual attends Corporate Induction. If the start date is amended with the individual the manager must notify HR Team as soon as possible.

### **3.8 Completion of Pre-Employment Checks – Pending DBS Process**

3.8.1 In the vast majority of cases, all pre-employment checks will have been completed prior to an individual commencing employment. However, in exceptional circumstances, where the DBS disclosure is delayed, new recruits may be allowed to commence work within the Trust provided the following requirements are met:

- All other pre-employment checks, including reference and professional registration etc, have been completed and found to be satisfactory
- The specific risks associated with the new recruit starting work prior to receipt of their DBS have been identified and assessed
- Measures to be put in place to mitigate this risk have been identified
- Monitoring arrangements to cover the period from the employee's commencement until DBS clearance is confirmed have been identified.

3.8.2 These requirements must be documented by the recruiting manager on the Pending DBS Risk Assessment Form which is available from Solent Intranet, Managers Toolkit in Recruitment section and authorised by the relevant Associate Director for the Service. This form should then be forwarded to the Associate Director (HR) for authorisation once complete and the form will then be retained on employee's personal file within the HR Department.

- 3.8.3 Any pre agreed financial relocation assistance should be highlighted to the HR team so that payments can be made in accordance with the Relocation Policy.
- 3.8.4 By sending the request for IT equipment and access at the point the Offer of Employment is made it will ensure that the individual has all the equipment and IT access necessary from the first day of employment. The manager will be notified of the email address for the new staff member.
- 3.8.5 The HR team will notify the employee once all the pre-employment checks are completed.

### **3.9 Recruitment of Ex-Offenders**

- 3.9.1 Although the Trust is exempt from the Rehabilitation of Offenders Act 1974, recruiting managers should not preclude an applicant who has previous convictions unless it is justifiable to do so. Their decision in this respect should take account of the nature of the post, details of the conviction, when the offence took place and the penalty given. Advice must be sought from the relevant HR Business Partner before the recruiting manager makes an offer of employment.

### **3.10 Recruitment of Volunteers and Individuals on Unpaid Work Experience**

- 3.10.1 The Trust is committed to assisting with workplace practice and offering those on back-to-work schemes an opportunity to gain experience in a healthcare environment. It is also recognised that volunteers from the local community can make a valuable contribution to the services provided. With respect to both the recruitment of volunteers and the provision of unpaid workplace experience, however, the Trust has a responsibility to safeguard vulnerable patients/clients. For appointment of volunteers please refer to the Volunteer Policy.
- 3.10.2 All managers considering offering honorary work placements should refer to the Honorary and Work placement Policy

## **4. ROLES & RESPONSIBILITIES**

- 4.1 The Chief Executive has ultimate accountability for the strategic and operational management of the organisation, including ensuring adherence to all policies.
- 4.2 The Assurance Committee is responsible for approving this policy and ensuring that it represents best practice.
- 4.3 Managers are responsible for ensuring the requirements of this policy are met.
- 4.4 The HR Department will support the recruitment and selection process ensuring that new recruits are appropriately vetted prior to their appointment to the Trust.
- 4.5 All staff within the Trust are responsible for adhering to this policy at all times.

## **5. TRAINING**

- 5.1 The requirements of this policy will be brought to the attention of all those responsible for recruitment and selection through a formal training programme. Line managers will be required to ensure their respective staff members are made aware of this policy when this is cascaded through usual dissemination routes.

## **6. EQUALITY & DIVERSITY AND MENTAL CAPACITY ACT**

- 6.1 Solent NHS Trust is committed to treating people fairly and equitably regardless of their age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; or sexual orientation.
- 6.2 An equality and human rights impact assessment has been carried out for this policy and no significant issues have been identified (Appendix 5). This policy has also been assessed and meets the requirements of the Mental Capacity Act 2005.

## **7. SUCCESS CRITERIA / MONITORING COMPLIANCE AND THE EFFECTIVENESS OF THE DOCUMENT**

- 7.1 Recruitment exercises within the Trust are monitored by the HR team to ensure that a consistent process is applied and where improvements to the system are recognised these are implemented as soon as practically possible. Any inconsistency noticed is addressed at the time.

## **8. REVIEW**

- 8.1 This policy may be reviewed at any time at the request of either staff side or management, but will automatically be reviewed on a three yearly basis or as required following any amendments to national guidance.

## **9. REFERENCES AND LINKS TO OTHER DOCUMENTS**

- 9.1 This policy is underpinned by the following:
- Recruitment Factsheet (CIPD, April 2015)
  - NHS Employers Check Standards (NHS Employers, revised June 2014)
- 9.2 It should be read in conjunction with:
- Policy Relating to Obtaining and Providing Employee References
  - Policy Relating to the Registration of Professional Staff
  - Policy Relating to Disclosure and Barring Service (DBS) Disclosures
  - Volunteers Policy
  - Honorary and Work Placement Policy
  - Fixed Term Workers Policy
  - Locum Medical and Dental Staff Policy
  - Regulation 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014

RECRUITMENT PROCESS

Process overview



**Stage 1: Recruitment Need Identified**

**Skill Mix - Consider how you would replace the role**

**Review - Job Description & Person Specification**

**New Post – Job Evaluation Process**

**Stage 2: Recruitment Approval Panels**

Medical

Send Job Description to Royal College for approval

Complete the Recruitment request on NHS Jobs ensuring all fields are complete and the correct approval template has been selected.

Once approved on NHS Jobs the vacancy is released on NHS Jobs and published in BMJ by the HR Co-ordinator.

Standard

Send Job Description and Person Specification to matching panel.

Complete the Recruitment request on NHS Jobs ensuring all fields are complete and the correct approval template has been selected.

Once approved on NHS Jobs the vacancy is released on NHS Jobs by the HR Co-ordinator. (As long as the matching has been signed off)

**Guide to advertising jobs on NHS Jobs:**

<http://solent/peo/sou/recruitment/default.aspx?RootFolder=%2fpeo%2fsou%2freruitment%2fRecruitment%20Documents%2fHR%20Documents%2fRecruitment%20and%20Contract%20Change%20Authorisation&FolderCTID=&View=%7b05AF39CA%2dE094%2d4A4D%2d9D14%2dE2AB935DA2B6%7d>

**Recruiting Managers are responsible for all advertising costs**

**Stage 3: Advertising – Publishing the Vacancy**

**Adverts will be uploaded every Friday**

**NHS Jobs** – all posts are advertised on NHS Jobs and Facebook  
**Medical adverts:** 21 days minimum

**Local Newspapers – NHS Creative**

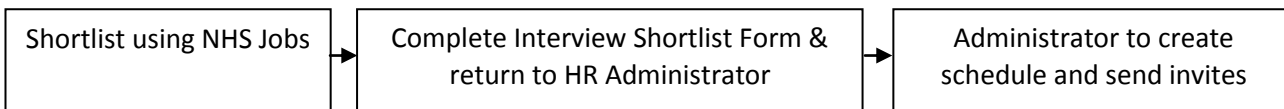
**Journals & other publications – NHS Creative**

- Documents Needed for Advert:**
- Job Description
  - Person Specification

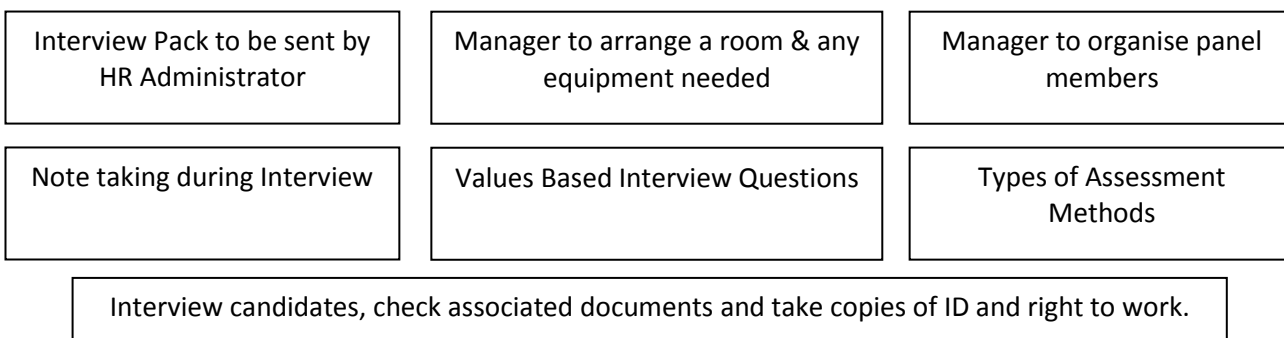
**Social Media – could this work for you? Let us know!**

**Any queries please contact your HR Co-ordinator:**  
[Emily.bull1@solent.nhs.uk](mailto:Emily.bull1@solent.nhs.uk) Southampton, Hampshire, Medical and Dental Services  
[Mai.bingham1@solent.nhs.uk](mailto:Mai.bingham1@solent.nhs.uk) Portsmouth and Primary Care Services

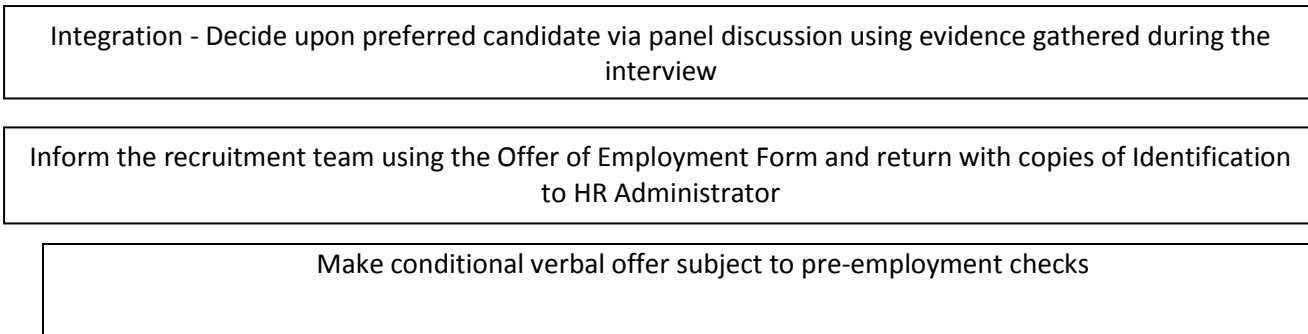
**Stage 4: Selecting Applicants for Interview**



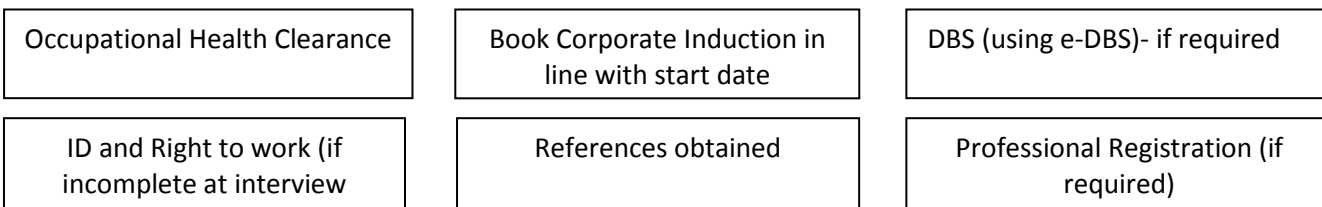
**Stage 5: Arranging the Interview**



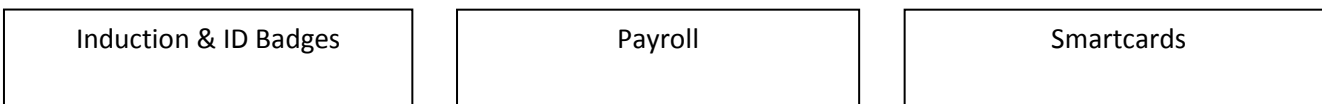
**Stage 6: Interview Outcome and Making an Offer**



**Stage 7: Pre- Employment Checks**



**Stage 8: Employee Commences Employment**



## **Recruitment Process Guidance Notes for Managers**

The NHS Employment Check Standards - six PDF documents outlining the mandatory checks employers must carry out in the appointment, and on going employment, of all individuals in the NHS.

Developed with key stakeholders including the Department of Health (DH), the Centre for the Protection of the National Infrastructure (CPNI), and employers in the NHS; the NHS Employment Check Standards include those checks that are required by law, those that are Department of Health policy and those that are required for access to the NHS Care Record Service.

Employers will need to evidence their compliance of these standards as part of the Healthcare Commission's Annual Health Check.

**Please read these notes before the Interview Process commences. If you have any queries at all, your HR Team will be happy to help you. Please contact us at the Highpoint Venue on 023 8069 8602.**

### **Recruitment Authorisation**

The Trust currently operates a Recruitment Authorisation Process prior to the post being advertised. The Recruiting manager completes a Recruitment Authorisation Form and together with job description, person specification, KSF outline, Job Hazard Identification Form (JHIF), Job advert and sends to the relevant Operations Director/Director for their service for approval.

Once approved, the Operations Director forwards the completed form, together with any attachments to their named HR Co-ordinator.

All requests are subject to further review by the weekly Review Panel.

***This process applies to recruitment to all posts, ie substantive and temporary***

### **Advertising**

Once approved, the HR Services Coordinator will notify the recruiting manager that the post has been approved. The Recruiting Manager should notify the HR Services Co-ordinator of the agreed interview date to be included in the job advert.

They will also notify the HR Business Partners of the vacancy. The HRBPs have 48 hours to review the vacancy against the Trust's internal "At Risk" list. If suitable candidates are identified the appropriate HR Business Partner will liaise with the Manager of the individual (s) At Risk.

If no-one 'At Risk' internally is suitable for the role, then the post will be automatically advertised on NHS Jobs.

HR will notify the recruiting manager by email the job reference number and closing date of advert.

### **Shortlisting**

- The Recruiting Manager will receive an email from NHS Jobs asking you to review the applications online and there will be a link for you to click on.

- You will need to shortlist your candidates on line via NHS Jobs. The HR team will notify you of any applicants that may need to be shortlisted due to specific criteria i.e.: currently “At Risk” within the NHS or has Two Ticks Status; this is when a disabled person applies, we must shortlist the candidate if they meet the minimum criteria of the person specification. You will be given the applicants reference number.
- Recruiting manager completes the Interview form, detailing in full: date of interview, venue, panel members (including contact telephone number for the chair) and start and finish times for appointments for shortlisted candidates. NHS Jobs will allocate the next available slot for candidates. HR Services should be given at least 7 working days notice of interview to allow time for the candidates to make arrangements to attend. Please also ensure that enough interview time is allowed for the completion of all relevant paperwork for each candidate (see details under At the Interview below) as well as test/ presentation.
- Manager completes the Interview Form and returns it by email to the person who originally sent them the form to complete. Managers should include any special instructions for the interview i.e., presentations or tests the candidates will be required to undertake as part of the interview process.
- HR emails candidates Invite to Interview via the NHS Jobs website or in some circumstances letters may be sent by post i.e. Paper applications or complicated interview schedule. Candidates will receive an email from the NHS Jobs website to the email address they applied through, asking them to decline or confirm their attendance. The link to confirm/decline their attendance is right at the bottom of the e-mail.
- HR sends via email to the Recruiting Manager the Interview Pack, at least 5 working days prior to interview date. The Recruiting Manager’s interview pack will contain all the forms required. If the Recruiting Manager is unable to attend the interview, they should make sure another panel member has their pack. It is the Recruiting Manager’s responsibility to forward the interview pack to other members of the Recruitment Panel.
- HR notifies manager if any candidate contacts the department directly to withdraw from the interview. Please note if the candidate declines via the NHS jobs website then they will not be included in the Interview Schedule. If for some reason a candidate contacts the Recruiting Manager to decline please can it be reiterated that they are required to do this online. If they cannot do so it is important that HR Services are informed so that they can update the interview schedule manually.
- 1 day before interview, HR will access the interview schedule and notify the recruiting manager via email, if any changes since sending the interview pack.

### **During the Interview**

- Included in the pack is the Declarations sheet for each candidate to complete at interview.
- Recruiting manager to confirm with candidate(s) at interview the following:-
  - a) Referees details are correct and email addresses provided. The first reference must be from the current employer.
  - b) Referees are aware that they will be contacted
  - c) Candidate is now happy for us to obtain references once formal offer of employment is made
  - d) Confirm current salary and expectation
- Recruiting manager or the person acting on his/her behalf ensures that the following documents are checked and signed copies of original documents are taken for **every** candidate who attends



interview. (These documents are requested in the invitation to interview e-mail so candidates are fully aware they are needed)

- Declarations Sheet completed, signed and dated (statement of Criminal Convictions, Dismissal and Fitness to Practice).
  - Birth Certificate/Passport (evidence of British /European Union citizenship/visa stamp showing eligibility to work in the UK – and also date of birth verification).
  - NI Card/P45 or P60 (evidence of National Insurance Number).
  - Driving Licence
  - Certificates (evidence of relevant qualifications held).
  - Professional Registration Certificate (evidence of relevant professional registration if required to practise).
  - Checking Name and Address on application form matches 2 documents (utility bill/ bank, etc).
- Once the interview is complete, the recruiting manager should clarify that they will contact all the candidates by telephone to notify them of the decision of the interview panel.
  - The successful candidate will be told that they will be offered the post subject to satisfactory pre employment checks. The salary offered for the post should be in line with AFC terms and conditions if an existing NHS employee. If the individual is not currently working in the NHS then the individual should be offered a salary in line with their experience and qualifications.
  - Confirm to the individual that they will receive their Offer of Employment via their email address.

### After the Interview

- Recruiting Manager completes the Offer of Employment Form and **returns it to HR within 2 working days of interview date by email**, together with all the above-mentioned documents for the successful candidate only (these can be scanned or sent by post). Interview notes should be retained by the Recruiting Manager for inclusion in the successful candidate's personnel file.
- If a DBS check is required the Manager should complete the relevant section indicating the level and relevant workforce that the employee will need to be checked against.
- If more than one candidate is being offered the post then whole time equivalent must equal that of the original workforce approved. If this has changed then recruiting manager will need to obtain separate authorised approval via the Recruitment Authorisation Procedure (see above) before HR is able to process additional candidates.
- On receipt, HR will process the Offer of Employment for the successful candidate(s) and send the Occupational Health and DBS forms for completion. Please note that if an internal candidate is appointed an Offer of Employment still needs to be completed for this candidate.

- The Recruiting Manager will retain all documentation relating to unsuccessful candidates in a secure area for a period of six months. Thereafter, the documentation must be shredded as per the guidelines for disposing of confidential documents.

### Successful candidate(s)

- HR request references by email where possible unless you have indicated on the Offer of Employment Form that you intend to obtain Verbal References and forward a completed Verbal Reference Form to us. We will also ensure that Occupational Health Clearance is received and check that the appropriate evidence of date of birth, NI Number, eligibility to work in the UK, appropriate qualifications, relevant professional registration, declaration as to Criminal Record and Fitness to Practice etc has been received. These are essential pre-employment checks and posts offered are all subject to these checks prior to an individual commencing work with the Trust. Further checks are required for posts which involve working with children (DBS Disclosure – Barred Listing) or vulnerable adults (DBS Disclosure – Barred Listing).
- HR will issue the successful candidate a conditional offer of employment and a contract of employment for them to sign and return to the HR Team. All paperwork will be sent electronically to the designated email account provide by the successful candidate. They will be notified by text message that an offer has been sent electronically.
- An appropriate start date will be assigned by the HR Team which will be aligned to the nearest corporate induction date allowing for either a 4 week or 6 week processing of pre employment checks. If the individual is unable to start on this date the recruiting manager must contact HR Services who will allocate an alternative date, again allowing for alignment to the nearest corporate induction date.
- The individual and the recruiting manager will be notified of the Corporate Induction date that has been allocated. The recruiting manager must ensure that the individual attends corporate induction.
- On receipt of the completed DBS (if applicable) HR will process this documents accordingly. Occupational Health forms will be sent directly to Occupational Health by the successful candidate. Occupational Health will undertake a paper screening and medical clearance (if necessary) and notify the manager and HR Services of the outcome.
- HR will chase all checks and will keep the manager informed of any progress and escalate any issues that the team are having in respect of securing the pre employment checks.
- HR will request basic IT access for the individual prior to them commencing with the Trust to ensure that they can access the E learning system and Employee on line as part of the Trust induction process. Confirmation of the email account will be sent to the recruiting manager who will then need to arrange IT access to shared drives and order additional computer equipment.
- Once the necessary pre-employment checks are satisfactory, HR will contact the manager to confirm that the checks are completed and the manager can then liaise with the candidate to agree start date. If a DBS check is required for the role a copy of the DBS certificate must be seen by the Trust prior to the individual commencing employment and the recruiting manager must see the original certificate issued by the DBS on the first day of the individual's employment.

- For an internal applicant we require managers to complete an Offer of Employment Form. Please ensure that you have liaised with employee regarding start date, band, point etc. Please quote the job reference number on the form. Current employee's will be issued an Amendment to Contract and a copy emailed to the Recruiting Manager.
- These forms can be accessed on the intranet located under HR Forms.
- Where the DBS Disclosure report has not yet been issued by the DBS, and the manager wishes to start the new employee, they may be able to commence employment pending DBS. However, this will be assessed on an individual basis by the Associate Director for Human Resources. If this is authorised then you will need to complete 'Appoint Pending Form' which can be accessed on the intranet. Please note that all other pre employment checks need to have been cleared before this form can be completed.

**Acceptance of the Post**

- The successful candidate will confirm acceptance of the post by signing their contract of employment and returned to the HR Team. The new employee will be set up on ESR at least one week prior to commencement of employment with the Trust. HR Services will e-mail the Recruiting Manager with the assignment number.
- If the contract of employment issued at offer stage requires amendment HR Services will aim to email the new employee the updated contract at least 2 working days after their start date. If the employee fails to sign the contract within 4 working weeks they would have been deemed to have accepted the terms and conditions contained therein.

If you have any feedback with reference to NHS Jobs or our processes please contact HR Support Services team.

**CANDIDATE INTERVIEW ASSESSMENT FORM:**

**JOB REFERENCE:**

**Date of Interview:**

**Assessor's Names:**

**Candidate Name:**

No	Who	Question	Expected Response	Assessors Comments	Score 0 (low) to 5 (high)
<b>Welcome and Introduction</b>					
		Welcome and introduction to panel Thank candidate for doing the exercise (if applicable) Format of Interview (this will depend on the type of exercise that you have selected)			
		Confirm post applied for, hours, length of contract if fixed term, check understanding of job description and person specification			
		Are there any questions relating to the person's application form that need to be clarified e.g. gaps in employment which you want to raise now or later in the interview?			



No	Who	Question	Expected Response	Assessors Comments	Score 0 (low) to 5 (high)
<b>Standard Questions</b>					
		What do you understand by the term Equal Opportunities?			
		Is there anything you need to inform us about in order for us to make any reasonable adjustments to be workplace to enable you to fulfill the full requirements of the role?			
		As this post is exempt from the Rehabilitation of Offenders Act and as such you should declare any convictions current or spent. Do have any convictions or cautions either at home or abroad?			
		Appointments will be made subject to CRB, occupational health checks and references			
		Could you please confirm to the panel the names of your referees and their relationship			
		Does the candidate have any holidays booked? How much notice is the candidate required to give Clarify current salary – particularly if candidate has not declared current salary			
		Hours of work (particularly if part time role applied for)			
		<b>Does the candidate have any questions for the panel?</b>			

No	Who	Question	Expected Response	Assessors Comments	Score 0 (low) to 5 (high)
<b>Questions/issued raised</b>					
<b>Close</b>					
		Thank the candidate for attending The next step Confirm contact number Confirm references			

Use the “Expected Response” column to note down the key points that you expect the candidate to cover when answering the question. This can be particularly useful for “scenario questions”

### Scoring Matrix

Ensure you have a fair rating system

Apply the rating system consistently

Assess candidate on essential criteria set, ability to perform in the role

Decide the minimum number of points that you would expect a candidate to achieve to be appointed

- 5 Exceeds requirements
- 3 Meets essential requirements
- 1 Below level required for the post
- 0 Does not demonstrate achievement

**Countries in the European Economic Area**

Austria  
Belgium  
Bulgaria  
Cyprus  
Czech Republic  
Denmark  
Estonia  
France  
Finland  
Germany  
Greece  
Hungary  
Iceland  
Ireland  
Italy  
Latvia  
Liechtenstein  
Lithuania  
Luxembourg  
Malta  
Netherlands  
Norway  
Poland  
Portugal  
Romania  
Slovenia  
Slovakia  
Spain  
Sweden  
UK

Special rules apply for Croatian and Turkish Nationals which the HR team can advise on.



## EQUALITY IMPACT ASSESSMENT

Step 1 – Scoping; identify the policies aims	Answer
1. What are the main aims and objectives of the policy?	To guide managers through the various stages of recruitment and selection processes and to ensure that all such activities are conducted in accordance with relevant legislation and best practice guidelines.
2. Who will be affected by it?	Staff members, members of the public and those working within partner organisations as applicable.
3. What are the existing performance indicators/measures for this? What are the outcomes you want to achieve?	Recruitment and selection data is subject to monitoring and review to ensure there is no discrimination within the process.
4. What information do you already have on the equality impact of this policy?	Previous information gathered as a result of the existence of former policies within Solent's predecessor organisations.
5. Are there demographic changes or trends locally to be considered?	No
6. What other information do you need?	None

Step 2 - Assessing the Impact; consider the data and research	Yes	No	Answer (Evidence)
1. Could the policy discriminate unlawfully against any group?		x	This policy is designed to ensure equity of treatment and adherence to legal requirements.
2. Can any group benefit or be excluded?		x	All groups would be treated equally in accordance with the stipulations of the policy.
3. Can any group be denied fair & equal access to or treatment as a result of this document?		x	As above.
4. Can this actively promote good relations with and between different groups?	x		All groups are treated equally and in accordance with best practice guidelines.
5. Have you carried out any consultation internally/externally with relevant individual groups?	x		Policy is an update of a previous policy that had been consulted on via the staff side and managers.
6. Have you used a variety of different methods of consultation/involvement?	x		As above.
Mental capacity Act implications			
7. Will this document require a decision to be made by or about a service user? ( <i>Refer to the Mental capacity Act document for further information</i> )		x	This policy does not apply to service users unless they are applying for a post.

If there is no negative impact – end the Impact Assessment here.