Surrey and Sussex NHS
Healthcare NHS Trust

An Organisation-Wide Policy for Recruitment and Selection

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Equality statement

This document demonstrates commitment to create a positive culture of respect for all individuals, including staff, patients, their families and carers as well as community partners. The intention is, as required by the Equality Act 2010, to identify, remove or minimise discriminatory practice in the nine named protected characteristics of age, disability, sex, gender reassignment, pregnancy and maternity, race, sexual orientation, religion or belief, and marriage and civil partnership. It is also intended to use the Human Rights Act 1998 to promote positive practice and value the diversity of all individuals and communities. This document is available in different languages and formats upon request to the Trust Procedural Documents Coordinator and the Equality and Diversity Lead.

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Appendices

1 Rationale

This policy and the associated procedures are intended as a source of reference for all staff, specifically those involved in the recruitment and selection of employees, and contain the legal aspects and best practice issues of recruiting and selecting as well as sound practical advice for improving the decision making process.

2 Scope

The objective of this policy is to:

- Provide control over recruitment and ensure staff adhere to the rules set out in Standing Orders and Standing Financial Instructions
- Encourage considered and common sense changes to the workforce that support the efficient and effective delivery of the Trust's services;
- Appoint the right person in the right job
- Provide a system that is fair to all, including those from groups with protected characteristics
- Create a good impression of the Trust and individual directorates as an employer of choice in the local community

3 Recruitment and selection procedures

3.1 Reviewing the vacancy

3.1.1 Job analysis

Whenever a member of staff resigns or indicates that they will be leaving the Trust, the opportunity should be taken to consider if any form of change is appropriate.
Some factors to consider are:

- Are there any restrictions in force relating to recruitment of any kind?
- What are my department's service/business needs now and in the next 2-3 years?
- Are they likely to change?
- What is the current skills mix in my department and does it reflect the department's business needs?
- Does the post need to be filled or is there an opportunity to reorganise /restructure the department to improve efficiency?
- Can the duties be allocated to other staff with a view to making their present job more interesting? Bear in mind this may have an impact on job regrading and should be done in consultation with other affected staff.

- Have the supervisory and reporting relationships been satisfactory or appropriate?
- Is there an opportunity to offer flexible working solutions to existing members of the team to ensure the job is covered?

In any event the team and job structure should be reviewed in conjunction with the appropriate Human Resources Manager/Advisor and an exit interview conducted.

3.1.2 Exit interview

An exit interview should be conducted either by the line manager or by HR with the member of staff leaving the Trust to ascertain:

- Any underlying reasons why they are seeking/have sought alternative employment
- Any need to follow up where the interview points to dissatisfaction with the job content, reporting relationships or management inadequacies
- The reasons behind high staff turnover in a post or area/department

Any issues highlighted as a result of exit interviews should be discussed fully with the appropriate Human Resources Manager/Advisor. All paperwork associated with the exit interview process should be forwarded to the Human Resources department.

3.2 Authorisation to recruit to a post

Recruitment cannot proceed unless it is authorised by the Director responsible for the area and the Finance Director.
That authorisation is provided on the pro-forma attached at Appendix 3. If you proceed with recruitment without this authorisation you will be in breach of the Trust's Standing Orders and Standing Financial Instructions – breaches of these instructions could lead to disciplinary action.
Authorisation will be provided if:

- There is an agreed business plan in place for the Directorate;
- The post is part of the Trust's formal workforce establishment (see below for how to agree changes to the establishment)
- The cost centre is not overspending its budget and is not forecast to overspend its budget at year end.
- The relevant line manager(s) have approved the recruitment.

3.2.1 Changing the establishment of a cost centre

Cost centres are the smallest unit for an establishment. If the vacancy or other review means that you intend to change your establishment you should:

- Discuss with your finance manager;
- Complete the pro forma at Appendix 3.

The idea is that this procedure will reduce the number of times there is a last minute rejection of the vacancy request form (when a lot more work may have been done around job descriptions and organizing the recruitment).

3.2.2 Levels of recruitment control

Please note that the Trust will operate different levels of recruitment control depending on its financial position and other relevant factors. If financial performance is worsening there may be much stricter control on recruitment that will see only essential posts recruited to.

3.3 Job Descriptions and Person Specifications

Job descriptions and person specifications will be the first source of information for job evaluation. The more accurate they are the speedier and more consistent the process will be. In order to facilitate this ensure that they are:

- Up to date and reflect any changed responsibilities
- Are agreed with any other job holders in partnership with the recognized union or professional body within your area/department.

3.3.1 Trust-wide generic Job Descriptions (JD's)

The Trust already has some Trust-wide generic job descriptions and person specifications for some groups of staff. For example, many of the ward based nursing staff have a generic job description for nursing bands 2-7. The Human Resources team will work with managers, trade union representatives and staff to agree a list of generic job descriptions. These job descriptions will not then need further updating.

3.3.2 Content

For the purposes of job matching and evaluation the job description must describe what the post holder actually does in their role. A job description is a clear statement of the duties and objectives of the job. A person specification states the depth, range and levels of skills, knowledge, behaviours/attitudes, experience and any other requirements needed to carry out a job. It is not based on the current post holder's ability or contribution but on what is needed from an individual to do the job.

Where the document needs to be drafted or re-drafted then this should follow if possible, the Trust template (see Appendix B), initially looking at the most recent job description to see if amendments are required. The most important points are that the job description accurately reflects the job as it is now and that it is agreed by the job holder. It is vitally important to ask the present job holder to review the job description to see how well the job description mirrors the responsibilities they currently undertake. This is because the current jobholder will often have a different perspective from the line manager on the components of the job. The manager, in consultation with the current job holder, should then consider the views of the current job holder and amend the job description and person specification as necessary.

Where possible, job descriptions should include information on key main factors. Examples are given below, together with suggestions about where they should be best placed. The actual headings do not need to be used if the information is otherwise clear or if it would require much otherwise unnecessary work.

Examples

Responsibilities for:

- Patient/client care
- Policy/service development/implementation
- Financial and physical resources
- Staff
- Information resources
- Research and development
- Freedom to act

These should be covered by the *job description*.

Knowledge and Skills

- Communication and relationship skills
- Knowledge, training and experience
- Analytical and judgement skills
- Planning and organisational skills
- Physical skills

These should be covered by the *person specification*.

Effort and Environment

- Physical effort
- Mental effort
- Emotional effort
- Working conditions

These factors possibly fit less easily within traditional job descriptions. They may be best covered with the *person specification* (see Appendix B).

The description of duties should make clear the specific responsibility of the post holder compared to their manager, the staff they manage and other staff. Expressions such as "involved in" should be avoided and ones such as "liaises with" should be qualified by what this involves.

All criteria should be consistent with the Trust's Equal Opportunities Policy, and must not disadvantage specific groups. However, in some cases there may be a requirement for a Genuine Occupational Qualification, e.g. a specific language skill for an interpreter's role. Guidance should be sought in all cases from the appropriate Human Resources Manager/Advisor.

3.3.3 Agreement of Job Descriptions/Person Specifications

Where job descriptions and person specifications are changed, each one must be formally agreed by both the manager and employee and re-submitted for job re-banding. Managers will be responsible for maintaining an agreed signed copy of job descriptions and person specifications for each of the roles in their department/directorate.

If there are any problems with getting agreement of job descriptions or changes to job descriptions you can seek to involve your local trade union representative or request help and advice from any member of the Human Resources team.

For Key Factors for Job Evaluation see Appendix 8

3.4 Methods of Recruitment

Recruitment will be planned in such a way as to make best use of resources and save advertising costs whilst maintaining a good image of the Trust in the local community.

3.4.1 Recruitment Advertising

The Recruitment Bureau will place adverts as vacancies arise on the internal Trust website, the KSS bulletin and/or the national NHS Careers website. Vacancies will be advertised for one week internally, 2 weeks on the KSS (for non clinical roles only) and then a further two weeks on the national NHS Jobs website during which time both internal and external candidates will be able to apply.

There are also vacancy notice boards in place at the East Surrey and Crawley hospital sites at each entrance which are updated weekly with all open vacancies displayed.

If, at the end of this process, there are no suitable candidates then an advertisement may be placed in local or national press. However, use of these media is expensive and will prolong the recruitment process so this method will only be used if specified and necessary.

3.4.2 Recruitment Events

The Recruitment Bureau will plan recruitment events on a regular basis. These will consist of local, national and international events. Recruiting Managers, Trust staff and Human Resources will be asked to participate and local community partners may be involved.

The aim is to source suitable candidates for open vacancies and enhance the reputation of the Trust within the local community as an employer of choice.
Where there are a number of vacancies in one department it may be possible to set up an open day in the department to attract and interview potential candidates. Notice must be given of this requirement as preparation and appropriate advertising must take place.

Managers are encouraged to provide ideas for other recruitment events particular to their own needs.

3.4.3 Students

Students in Nursing, Midwifery and the Allied Health Professionals will be guaranteed interviews in the month leading up to the completion of their course. The Recruitment Bureau, in conjunction with the Senior Nurses and Recruiting Managers, will plan biannual recruitment events to include interviews and occupational health assessments. See Appendix D for details of the recruitment process.

3.4.4 Temporary Staffing

Applications to join the Bank of temporary staff will be considered as they are received. Although Bank posts are advertised from time to time it will not be necessary for all applications to come directly from an advertisement. Therefore closing dates will not normally apply.

3.4.5 Speculative Applications

The Trust does not operate a system of receiving and recording speculative applications. Any such applicants will be contacted and advised to apply for a specific vacancy via the Trust website. Any requests received by Managers should be provided with the necessary information to apply for vacancies on-line.

3.4.6 Interviews

Where a recruiting manager has a suitable candidate for another area of the Trust the recruiting manager should ask the candidate permission to pass their details on to another department/ward.

3.5 Publicising the Vacancy

The aim of advertising a post is to attract a field of candidates who meet the person specification and job criteria from which a successful appointment can be made. The people may be either internal or external to the Trust. Restricting competition to internal staff only may be valuable in certain circumstances, particularly in times of organizational change where there may be staff seeking redeployment. Where this is the case priority will be given to staff that come under the terms of the Redeployment Policy.

However, a policy of only selecting from within can stunt organisational growth and development and if it is not linked into some form of overall workforce plan it could leave the Trust open to allegations or indirect discrimination. Therefore, while the Trust does not have a policy of always advertising externally, the implications of not doing so should be considered carefully.

Job advertisements are designed with two aims in mind:

- To target a specific audience and encourage appropriately qualified and experienced applicants for the post, and
- To promote a corporate image of Surrey & Sussex Healthcare NHS Trust which people from outside the organization recognize and associate with.

Care should be taken in writing the advertisement not to discriminate either directly or indirectly and full use of the advertisement templates should be taken (see Appendix A).

The choice of media will be determined by the post, the location and the person specification and may take into account previous experience of successful advertising. However, media advertising will not take place until all other avenues have been explored, unless otherwise agreed.

3.5.1 Placing advertisements and sending application information

The Recruitment Bureau will place all advertisements in the relevant media through the Trust advertising agency. Most weekly publications have very tight deadlines; therefore if the paperwork is not received on time then this will delay the publication of the advert and, consequently, the overall length of time to appoint. The Recruitment Bureau will advise Recruiting Managers of the appropriate deadlines.
Potential applicants will be directed to apply online via NHS Jobs where information about the vacancy and Trust has been posted.

In exceptional circumstances an application pack will be sent and will include:

- Application form
- Job description and Person Specification
- Information on working for the Trust
- Information on living in the Redhill/Crawley areas

Any other information relevant to the department or post is the responsibility of the Recruiting Manager to supply. It may be possible to provide a telephone number where potential candidates can get more information about the post being advertised and have any questions answered but this would need to be agreed in advance with the Recruitment Bureau.

All vacancies will be advertised internally or on the intranet/internet before local/national press as internet recruitment is cheaper and more efficient and will reach a wider audience. However on occasion it may be necessary to place an advert in specialist press for certain vacancies. Guidance should be sought from the Recruitment Bureau.

3.6 Planning the Selection Process

A well planned and thought out selection process will not only impress prospective candidates as to the efficiency of the organization but will also allow the interviewer to feel confident in the process and in their ability to carry it through.
When planning the process careful consideration should be given to timing in order to:

- Allow sufficient time between the closing date and short listing for the collation and copying of all applications and for the short listing panel to study the forms received
- Allow time between short listing and interviews for candidates to be informed and make any necessary arrangements, e.g. childcare.
- Allow time to book interview venues.
- Allow time in between interviews for timing mishaps (i.e. lateness) on the day as well as many pre/post interview checks that need to be made (e.g. photocopying forms).

3.6.1 Stages of the process

All selection processes will consist of a short listing and an interview stage. You may also wish to include any of the following:

- Preliminary discussions or meeting with the interview panel prior to it taking place
- Selection tests, e.g. typing, aptitude, problem solving, etc.
- Pre short listing/interview informal discussion with applicants to establish some key facts regarding their application, e.g. salary expectations, clarification of specific skills. It should be made clear that this discussion will form part of the process and may inform any decisions that are made.
- Meeting with existing staff.
- A tour of the department paying specific regard to any health and safety issues that are relevant.
- Presentations or psychometric assessments from the candidates. This should always be done in conjunction with HR.
- Personality type questionnaires.

Careful consideration should be given to the relevance of these to the job role within the Trust as there can be a significant cost implication to them.

3.6.2 The panel

The participants in the selection process should be agreed at the very beginning of the recruitment process. The members of the interviewing panel should be involved in the short listing process wherever possible.

All members of the selection panel should have an equal opportunity to contribute to the selection decision, unless they are attending in a purely advisory capacity.

A panel member who is related, or knows personally, an applicant must declare this to the other members of the panel and the HR Manager/Advisor or the Recruitment Bureau so that an alternative course of action can be taken.

It is important that more than one person sits on the interview panel as this is less likely to produce a biased decision. All panel members should receive training on legal and best practice aspects of short listing and interviewing as well as effective interviewing techniques. Please speak with your HR Manager/Advisor or the Recruitment Manager if you feel this is required.

3.6.3 Short-listing

Within 1 working days of the closing date of the vacancy the Recruitment Bureau will send the selection panel all applications for the post being advertised. The recruiting manager is then responsible for ensuring that short listing takes place.
Short listing must be conducted with fair and objective judgment. The shortlist must be compiled in conjunction with the person specification and it is essential that the recruiting manager and at least one other member of the selection panel be involved in short listing. This must take place within 5 working days of receipt of the application forms.

Some important things to remember when short-listing are:

- Short listing must be based on the information supplied in the job description and person specification and the application form. Referees should not be contacted at this stage.
- The criteria must be applied consistently and equally to all applications.
- Candidates must not be excluded from the short listing process on the grounds of age, disability, employment status, sex, health, marital or civil partnership status, membership or non membership of a trade union, nationality, race, religion, domestic circumstances, sexual orientation, ethnic or national origin, beliefs or faith, social and employment status, HIV status, gender re-assignment or pregnancy or maternity.
- Applicants with a disability who meet the criteria must be shortlisted and interviewed (under the Guaranteed Interview Scheme) and must not be disregarded because of their disability for any reason. Information about reasonable adjustments for interviews and possible employment can be sought from your HR Manager/Advisor or the Recruitment Bureau.
- Applications that arrive after the closing date may be considered if they are received before short listing but the decision to include in the process rests with the recruiting manager.

In order to facilitate fair and equitable short listing, all applications will be provided less the identifiable information. Wherever possible short listing will be conducted online via NHS Jobs.

A short listing form for each vacancy will be sent which should be completed in full and returned to the Recruitment Bureau. An example is enclosed at Appendix 5.

3.6.4 Interviewing

It is important that all interviews take place on time and that there are little or no distractions during the meeting. This will allow the candidate to make the best impression possible and allow the selection panel to gain as much information during the allotted time as they need to make an informed decision.

Appendix C details some general hints and tips for before, during and after the interview and can act as a tick list of things to remember to include (or not as the case may be).

It is important, however, to always remember that every applicant should be treated fairly, with respect, keeping in mind the overall objective which is to find a suitable candidate for the position to be filled.

Only people who are trained in interviewing techniques should undertake interviewing so if training is required please speak with your HR Manager/Advisor or the Recruitment Manager.

3.7 Pre Employment Checks

There are a number of pre employment checks that are required to be carried out prior to offer and engagement of any applicant for positions within the National Health Service. Some of these are statutory and some are best practice but all are mandatory within the Trust.

3.7.1 Identification

Identification verification is seen as the most fundamental of all pre-employment checks. The process involves checking two elements of a person's identity:

Attributed identity: the evidence of a person's identity that they are given at birth including their name, place of birth, parents' names and addresses.

Biographical identity: a person's personal history including registration of birth, education and qualifications, electoral register information, details of taxes and benefits paid by or to the person, employment history, interactions with banks and utilities providers.

Verification of identity checks are designed to:

- Determine that the identity is genuine and relates to a real person
- Establish that the individual owns and is rightfully using that identity.

3.7.2 Acceptable personal identification documents

Some documents are more reliable than others and only certain documents, in certain combinations, are acceptable for verification of identity.

Prospective employees will need to provide either of these two combinations:

- two forms of photographic personal identification and one document confirming their address
- one form of photographic personal identification and two documents confirming their address.

All documents must be originals, or copies of originals certified by a solicitor.

Where a signature has not previously been provided, for example because of an e-application, the individual should be asked to provide it at interview for checking against relevant documentation.

All documents provided must be photocopied and retained on file. The person taking the copy must sign and date the copy to show it has been certified.

3.7.3. Acceptable photographic personal identification includes

- current UK (Channel Islands, Isle of Man or Irish) passport or EU/other nationalities • passport
- passports of non-EU nationals, containing UK stamps, a visa or a UK residence permit • showing the immigration status of the holder in the UK*
- a current UK (or EU/other nationalities) photo-card driving licence (providing that the • person checking is confident that non-UK photo-card driving licences are bona fide)
- a national ID card and/or other valid documentation relating to immigration status and • permission to work.*

Any document that is not listed above (ie an organisational ID card) is not acceptable.

*For further information on immigration, please refer to the *Right to work checks* document of the *NHS Employment Check Standards*.

3.7.4 What if no acceptable photographic documentation is available?

If an individual seems genuinely unable to provide any acceptable photographic personal identification, then two forms of non-photographic personal identification, and two documents confirming their address must be provided. All four documents must be from a different source.

In addition, they will need to provide a passport-sized photograph of themselves, endorsed on the back with the signature of a ‘person of standing’ in their community who has known them for at least three years. A ‘person of standing’ could be a magistrate, medical practitioner, officer of the armed forces, teacher, lecturer, lawyer, bank manager or civil servant.

The photograph should be accompanied by a signed statement from that person, indicating the period of time that the individual has been known to them. Always check that the signature on the statement matches with the one on the back of the photograph and that it contains a legible name, address and telephone number. A copy should be taken and retained on file. All copies should be signed, dated and certified by the person taking the copy. It is good practice to contact the signatory to authenticate the details of the statement.

Acceptable confirmation of address documents include:

- recent utility bill (gas, electricity or phone) or a certificate from a supplier of utilities confirming the arrangement to pay for the services on pre-payment terms (note: mobile telephone bills should not be accepted as they can be sent to different addresses). Utility bills in joint names are permissible*
- local authority tax bill valid for the current year• *
- current UK photo-card or old-style driving licence (if not already presented as a personal • ID document)
- bank, building society or credit union statement or passbook containing current address•[2]
- most recent mortgage statement from a recognised lender• *
- current local council rent card or tenancy agreement• *
- current benefit book or card or original notification letter from Department of Work and Pensions (DWP) confirming the rights to benefit
- confirmation from an electoral register search that a person of that name lives at the claimed address*
- court order• *

*The date on these documents should be within the last six months (unless there is a good reason for it not to be, e.g., clear evidence that the person was not living in the UK for six months or more) and they must contain the name and address of the applicant.

Acceptable non-photographic proof of personal identification documents include:

- full UK birth certificate – issued within six weeks of birth
- current full driving licence (old version) – provisional driving licences are not acceptable
- residence permit issued by the Home Office to EU Nationals on inspection of own-country passport
- adoption certificate
- marriage/civil partnership certificate
- divorce or annulment papers
- police registration document
- certificate of employment in HM Forces

- current benefit book or card; or original notification letter from the Department of Work and Pensions (DWP) confirming legal right to benefit
- most recent tax notification from HM Revenue and Customs (formerly Inland Revenue)
- current firearms certificate
- Application Registration Card (ARC) issued to people seeking asylum in the UK (or previously issued standard acknowledgement letters, SAL1 or SAL2 forms)
- GV3 form issued to people who want to travel in the UK without valid travel documents
- Home Office letter IS KOS EX or KOS EX2
- building industry sub-contractor's certificate issued by HM Revenue and Customs (formerly Inland Revenue).

When appointing someone who has recently left school or further education, in addition to photographic personal identification, the following three documents can be requested as sufficient proof of their identity:

- full UK birth certificate – issued within six weeks of birth
- National Insurance (NI) number card or proof of issue of an NI number (this will also be a HR requirement for employment)
- certificate of educational qualifications (certificates should be originals from the school/university/awarding body).

Occupational Health Questionnaire and Pre Employment Screening

Health screening is an important part of the recruitment and selection process. However, if potential employees are to provide the accurate and detailed information needed to make this possible they must believe that it will be treated with the utmost confidence by properly qualified staff. The following points are intended to assist in achieving that confidence.

- Medical questionnaires should be sent to the successful candidate(s) following interview by the Recruitment Bureau together with a pre-addressed envelope. The recruiting manager will need to advise the recruitment bureau of information required by the occupational health department relating to the role. Applicants will then complete the questionnaire, seal it in the envelope provided and return it to the Recruitment Bureau for processing. The Recruitment Bureau will record it and send it, unopened, to the occupational health department.
- The occupational health department may, in certain circumstances, seek to interview the applicant regarding any of the information supplied in the questionnaire. This may involve a telephone or face to face interview or the applicant's consent to obtain a report from their GP as part of the health screening process. Occupational health will keep the recruitment Bureau informed if they are carrying out any additional checks.

Previous Convictions/Criminal records Bureau Checks
All job offers are made subject to CRB clearance where this is necessary. Managers should note that this can take up to three weeks to come through and in some cases longer. Candidates can, in certain circumstances, take up employment before the Disclosure is received. However, it is a requirement that those working in clinical areas do not work unsupervised until the CRB clearance is received.
Please refer to the policy for Criminal Records Bureau Checking for further information or speak with any member of the Recruitment Bureau.

References
Previous employment history must be checked before an unconditional offer of employment is made to a prospective employee. References and application forms should be cross-checked as part of this process.

References serve two purposes for the NHS. They allow organisations to check the accuracy of a prospective employee's previous employment and training history. They can also provide assurance of an individual's qualifications, integrity and track record. For the purposes of these standards we are only concerned with the former.

References for the purpose of checking employment history should always be obtained in writing and should be on the standard Trust form with a company stamp. They must be requested with the employee's consent and only for the preferred candidates following interview.

Employers, including agencies, must make all reasonable efforts to check that referees are bona fide and references are genuine. This could include checking that the organisation exists (using the telephone book/internet or business directories) and telephoning the HR department to confirm employment dates.

Electronic Staff Record makes the process easier for checking employment details of staff who have already been employed in the NHS. Where employment has been outside the NHS or overseas then the use of references is critical.

Employers must make it clear to prospective employees that appointment to any position is conditional on satisfactory employment history and reference checks and that any information disclosed on the application form will be checked.

Prospective employees must also be informed that any offer of appointment may be withdrawn if they knowingly withhold information, or provide false or misleading information.

Required information
Employers should check a minimum of **five years** of previous employment and/or training. As a minimum, references must be obtained from the two most recent employers where this covers less than five years.

For the purposes of checking employment history, references must provide details on dates of employment and the position held. It is also good practice to ask for details on the duties the person carried out and on skills and personal qualities.

All requests for references must be made to the organisation's HR department.

Where references from a line manager or other named person are required, they should still be directed through the HR department, which should verify that the employment history dates are accurate.

Where the applicant has been self-employed, evidence should be obtained (for example, from HM Revenue & Customs, bankers, accountants, solicitors, client references, etc) to confirm that the individual's business was properly conducted and the applicant's involvement in the business was terminated satisfactorily.

Other types of reference
Depending on the individual's circumstances, other types of references may also be required if:

- they have been overseas for a single spell of three months or more, or a cumulative total of six months or more, then every effort should be made to obtain a relevant reference from overseas (see below)
- they have been in full-time education in the last three years, then a reference should be obtained from the relevant academic institution
- they have served in the Armed Forces or Civil Service during the previous three years, then employer's references should be obtained from the relevant service or department.

Executive and other senior appointments
Employers must pay special attention to confirming appropriate employer references for these positions. It is up to the employer to determine the most appropriate referees for the position they are offering and the level of checks required. This may include using an external agency to investigate the prospective employee's previous employment history and their reasons for leaving previous posts.

It is a matter of good governance that a financial security check should be made on any person who has a role handling money that goes in and out of the organisation, as well as the finance director and chief executive. Checking employer references for chief executives and clarifying their reasons for leaving should be the responsibility of the chair and (in the case of non-foundation trusts) should often be discussed with the strategic health authority (SHA).

Overseas employment or training
Prospective employees will need to give a reasonable account of any significant periods of time spent overseas (three months or more).

The following documentation can be requested as an assurance of time spent overseas:

- proof of residence for time spent abroad
- overseas employer or academic references
- references from UK departments and agencies based overseas, for example the Foreign and Commonwealth Office (FCO) missions, British Council, non-government departments and agencies.

Information on time spent overseas should always be requested early to prevent unnecessary delays in the recruitment process. Confirmation of dates should be cross-referenced with passports, work permits and by contacting embassies and consulates, where appropriate. UK representatives for overseas countries can be found on the Foreign and Commonwealth Office website at www.fco.gov.uk or by phone on 020 7008 1500.

Every effort should be made to obtain references from overseas employers or training providers. Always ensure that you independently confirm the details of the candidate's previous employer and check reference details in the same way as you would check local references. It is up to the employer to determine the level of checks suitable for the position.

Employers may want to consider using an external screening service to carry out overseas checks. This has a number of advantages such as foreign language capacity, knowledge of the country's legislation and a good understanding of the reliability of the country-specific information.

Where an applicant has not been able to provide sufficient documentary evidence of their time spent abroad, employers will need to consider what additional assurances may be gained at the interview or through evidence of other relevant training and experience in the UK.

Registration and Qualifications

The purpose of registration and qualification checks is to ensure that a prospective employee is recognised by the appropriate regulatory body and that they have the right qualifications to do the job.

Registration checks

Professional regulation is intended to protect the public, making sure that those who practise a health profession are doing so safely. Employers must check the registration of health professionals with the relevant regulatory body. Where a check has been made by the relevant regulatory body it should not be necessary to verify qualifications separately. Employers must have the consent of the health professional and their registration number in order to check the registration.It should be a 'contractual condition subsequent' that the healthcare professional has registration throughout their employment. In the event that an individual has no registration the employment will have been deemed to have ended by operation of the law.

There are currently eight regulatory bodies covering the health professions and, in total, they have around 1.1 million health professionals on their registers. These are:

- General Chiropractic Council (GCC)
- General Social Care Council (GSCC)
- General Osteopathic Council (GOSC)
- General Optical Council (GOC)
- General Dental Council (GDC)
- Royal Pharmaceutical Society of Great Britain (RPSGB)
- Health Professions Council (HPC)
- Nursing & Midwifery Council (NMC)
- General Medical Council (GMC)

Qualification checks

Qualification checks verify the information about educational or professional qualifications that a prospective employee provides on their application form. For non-health professionals, qualifications that form part of the requirements for a position must be checked. Applicants may not always have the original documentation and employers need to use appropriate discretion and take proportionate action. The level of checks carried out should be proportionate to the level of risk to the individual role and the priority given in the person specification to the qualification, or the opportunity to cause harm or damage, in that position.

If a qualification is essential for the position, employers must:

- request original certificates and take copies
- check that the details on certificates match those the prospective employee provides as part of their application
- contact the awarding body directly, where possible, to confirm the applicant's attendance, course details and grade awarded.

If a prospective employee has gained their qualifications overseas, employers will need to check that this qualification exists, that it is equivalent to the stated UK qualification and that the prospective employee does, in fact, hold the qualification. These checks should be carried out directly with the awarding institution, where possible. Where this is not possible, you should seek advice from the relevant country's UK embassy, consulate or high commission. Further advice and contact details can be found on the Security Industry Authority website at www.the-sia.org.uk and the Foreign and Commonwealth website at www.fco.gov.uk

Reference should be made to the Trust Procedure for the Registration of Clinical Staff for further guidance.

Right to Work

Changes to the Immigration, Asylum and Nationality Act (2006), which came into effect on 29 February 2008 introduced a new criminal offence for employers who knowingly employ illegal migrant workers and a continuing responsibility for employers of migrant workers to check their ongoing entitlement to work in the UK. Employers risk breaking the law unless they check the entitlement to work in the United Kingdom for all prospective employees. Failure to do so could result in a civil penalty of up to £10,000 per illegal worker.

For staff in ongoing employment, the checks that should have been undertaken before this date will depend on when the employee was recruited. There are three steps employers must go through to confirm a prospective employee has the right to work in the UK:

1. Request right to work documents
2. validate the documents
3. copy and store.

The employer must assess the eligibility of an individual's right to work in the UK by verifying specified documentation from lists A and B. You must validate documentation from all prospective employees to ensure they are eligible to reside and work in the UK and also to meet the requirements of anti-discrimination legislation. If an illegal migrant is employed because the individual supplied fraudulent documents, which could not have been detected as fraudulent, the employer can establish a statutory excuse ('the excuse') against payment of a civil penalty. You must be able to show that you followed due process in accordance with the regulations.

In addition to these standards, employers must check the Border and Immigration Agency (BIA) website at www.bia.homeoffice.gov.uk for the latest information. These checks are concerned only with an individual's right to work in the UK and must be done in conjunction with verification of identity checks so that employers can satisfy themselves that the applicant is the rightful owner of the documents that they present. Please refer to the *Verification of identity checks* document of the *NHS Employment Check Standards*.

Avoiding discrimination

Employers have a legal duty under Equality legislation (Equality Act 2010, Disability Discrimination Act 2006) to avoid unlawfully discrimination To avoid discrimination employers must treat all job applicants in the same way at each stage of their recruitment process and undertake document checks on every prospective employee.

New points-based immigration system

The Home Office has announced changes to the immigration system that will change the way individuals from outside the European Union (EU) and European Economic Area (EEA) can work, train or study in the UK.

There are currently 80 different routes, which are being reduced to five tiers and rolled out throughout 2008.

Tier 1: Highly skilled individuals to contribute to growth and productivity
Tier 2: Skilled workers with a job offer to fill gaps in UK labour force
Tier 3: Limited numbers of low skilled workers needed to fill specific temporary labour shortages
Tier 4: Students
Tier 5: Youth mobility and temporary workers – people allowed to work in the UK for a limited period of time to satisfy primarily non-economic objectives.

Right to work documents

To confirm that an applicant has the legal right to work in the UK, employers must see the document/s specified in one of the points from either List A or List B. No other documents or combinations of documents are acceptable.

If a document or combination of documents is provided from List A there is no need to ask for documents from List B. Documents must be originals and not photocopies. The documents must show that the holder is entitled to do the type of work being offered.

List A

Employers must see the original document/s specified in one of the points from this list. If the individual cannot provide documents from this list, ask for documents from List B.

- A passport showing that the holder, or a person named in the passport as the child of the holder, is a British citizen or a citizen of the United Kingdom and Colonies having the right of abode in the United Kingdom.
- A passport or national identity card showing that the holder, or a person named in the passport as the child of the holder, is a national of the EEA or Switzerland.
- A residence permit, registration certificate or document certifying or indicating permanent residence, issued by the Home Office or the BIA to a national of a EEA country or Switzerland.
- A permanent residence card issued by the Home Office or the BIA to the family member of a national of an EEA country or Switzerland.
- A Biometric Immigration Document issued by the BIA to the holder which indicates that the person named in it is allowed to stay indefinitely in the United Kingdom or has no time limit on their stay in the United Kingdom.
- A passport or other travel document endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the United Kingdom, has the right of abode in the United Kingdom or has no time limit on their stay in the United Kingdom.
- An Immigration Status Document issued by the Home Office or the BIA to the holder with an endorsement indicating that the person named in it is allowed to stay indefinitely in the United Kingdom or has no time limit on their stay in the United Kingdom, when produced in combination with an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
- A full birth certificate issued in the United Kingdom which includes the name(s) of at least one of the holder's parents when produced in combination with an

official document, issued by a Government agency or a previous employer, giving the person's permanent National Insurance Number and their name.
- A full adoption certificate issued in the United Kingdom which includes the name(s) of at least one of the holder's adoptive parents when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person's permanent National Insurance Number and their name.
- A birth certificate issued in the Channel Islands/Isle of Man/Ireland when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person's permanent National Insurance Number and their name.
- An adoption certificate issued in the Channel Islands, the Isle of Man or Ireland when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person's permanent National Insurance Number and their name.
- A certificate of registration or naturalisation as a British citizen when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person's permanent National Insurance Number and their name.
- A letter issued to the holder by the Home Office or the BIA indicating that the person named in it is allowed to stay indefinitely in the United Kingdom when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person's permanent National Insurance Number and their name.

List B

Only use this list if the individual can not provide documents from List A. If a prospective employee shows you these original documents it indicates that they only have limited leave to work in the UK. These checks should be repeated on that individual at least one month before the expiry date of the document/s, at which point the employee must produce the new document/s from List A or B or leave your employment.

- A passport or travel document endorsed to show that the holder is allowed to stay in the United Kingdom and is allowed to do the type of work in question, provided that it does not require the issue of a work permit.
- A Biometric Immigration Document issued by the BIA to the holder which indicates that the person named in it can stay in the United Kingdom and is allowed to do the work in question.
- A work permit or other approval to take employment issued by the Home Office or the BIA when produced in combination with either a passport or another travel document endorsed to show the holder is allowed to stay in the United Kingdom and is allowed to do the work in question, or a letter issued by the Home Office or the BIA to the holder or the employer or prospective employer confirming the same.
- A certificate of application that is less than six months old issued by the Home Office or the BIA to, or for, a family member of a national of an EEA country or Switzerland stating that the holder is permitted to take employment, when produced in combination with evidence of verification by the BIA Employer Checking Service.
- A residence card or document issued by the Home Office or the BIA to a family member of a national of an EEA country or Switzerland.
- An Application Registration Card issued by the Home Office or the BIA stating that the holder is permitted to take employment, when produced

in combination with evidence of verification by the BIA Employer Checking Service.
- An Immigration Status Document issued to the holder by the Home Office or the BIA with an endorsement indicating that the person named in it can stay in the United Kingdom and is allowed to do the type of work in question when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person's permanent National Insurance Number and their name.
- A letter issued to the holder or the employer or prospective employer by the Home Office or the BIA, indicating that the person named in it can stay in the United Kingdom and is allowed to do the work in question when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person's permanent National Insurance Number and their name.

Validating the documents
Employers must carry out all of the following checks on all documentation:
- check photographs, where available, to satisfy yourself that they are consistent with the appearance of the individual
- check that the date of birth is consistent with the individual's identity documents (see the • *Verification of identity checks* document of the *NHS Employment Check Standards*).
- check that expiry dates of any limited leave to enter or remain in the UK are still valid
- check any government stamps or endorsements to ensure the individual is entitled to do the work being offered if the applicant provides you with documents showing different names you must request further documentation to explain the reason for this (marriage/civil partnership certificate, divorce certificate, deed poll, adoption certificate or statutory declaration)
- dates must be cross-referenced with identity documents and work permits, or confirmed by contacting appropriate embassies and consulates.

Copying and storing
All documents provided must be photocopied and retained on file to provide an ongoing defense against a penalty. Employers need to make a copy of the relevant page or pages of the document, in a format that can not be subsequently altered, for example, a photocopy or scan.

In the case of a passport or other travel document, the following parts must be photocopied or scanned: for passports and travel documents, a copy should be taken of the document's front cover and any page containing the holder's personal details. In particular, you should copy any page that provides details of nationality, his or her photograph, date of birth, signature, date of expiry or biometric details any page containing UK Government endorsements, noting the date of expiry and any relevant UK immigration endorsement which allows your prospective or current employee to do the type of work you are offering.
Other documents should be copied in their entirety.

You should then keep a record of every document you have copied. The copies of the documents should be kept securely for the duration of the individual's employment and for a further six years after their employment has ceased.

Where an electronic copy is made of a document, it must be made using Write Once Read Many (WORM) media, for example, on a non-rewritable disk, such as CD-R.

Employers who acquire staff as a result of a Transfer of Undertakings (Protection of Employment) transfer are provided with a grace period of 28 days to undertake the appropriate document checks following the date of transfer.

The person taking the copy must sign and date the copy to show it has been certified. Although employers may request to see and take copies of other documentation of an individual's identity, only those from lists A and B in this document will be eligible for submission to establish a statutory excuse against a civil penalty.

Employing EEA nationals
Nationals from EEA countries and Switzerland can enter the UK without any restrictions. Nationals from all EEA countries and Switzerland must produce a document showing their nationality. The legitimate documents are covered in List A. Nationals from the following EEA countries can enter and work freely in the UK without restriction. Their immediate family members are also able to work freely in the UK while their adult EEA family member is legally residing and working here. However, employers should still check their documents to demonstrate this entitlement.

- Austria
- Italy
- Belgium
- Liechtenstein
- Cyprus
- Luxembourg
- Denmark
- Malta
- Finland
- Netherlands
- France
- Norway
- Germany
- Portugal
- Greece
- Spain
- Iceland
- Sweden
- Ireland
- UK

Nationals from Switzerland and their family members have also had the same free movement and employment rights as EEA nationals.

Accession state workers
On 1 May 2004, ten new countries joined the EU and became part of the EEA. These countries are referred to as 'A8 countries' and workers from these countries are often referred to as 'accession state workers.' Nationals from these countries are also free to come to the UK to live and seek work. In 2004, the Government established a Worker Registration Scheme to monitor the participation of workers from eight of these countries in the UK labour market, as follows:

- Czech Republic
- Lithuania
- Estonia

- Poland
- Hungary
- Slovakia
- Latvia
- Slovenia

Employers are encouraged to make sure a person from one of the A8 countries who starts working with them registers with the BIA within one month of starting work, unless they are exempt from the requirement to do so. This is not a legal requirement, however, the BIA recommends that employers make sure the person registers.

Bulgaria and Romania
On 1 January 2007, Bulgaria and Romania joined the EU and also became part of the EEA. These countries are referred to as 'A2 countries'. A2 workers are free to come to the UK, but may be subject to worker authorisation. This means that they are only able to work in the UK if they hold a valid accession worker authorisation document or if they are exempt from authorisation.

Work permits
Employers will need to demonstrate that they were unable to recruit a resident worker before recruiting an individual from overseas. They will be required to provide details of the recruitment method used and give credible reasons why they did not appoint a suitably qualified resident worker. A 'resident worker' is a person who is an EEA national or has settled status in the UK within the meaning of the Immigration Act 1971, as amended by the Immigration and Asylum Act 1999, and the Nationality, Immigration and Asylum Act 2002.
A work permit can be valid for up to five years. After a continuous period of five years, work permit holders can apply for ILR (permanent residence). Limited leave to remain is the permission an individual needs to stay in the UK and is granted in line with the duration of an individual's Immigration Employment Document (IED). An IED includes:

- Work Permits and Work Permits Approval Letters
- Sectors Based Migrant Programme Approval Letter (SBS)
- Highly Skilled Migrant Programme Approval Letters (HSMP)
- Home Office Approved Training or Work Experience Scheme Permits and Approval Letters.

If you are applying for a work permit for someone already in the United Kingdom, he/she will only be able to switch to work permit employment in certain circumstances. The procedure for this is:

- the employer submits a work permit application on the appropriate form once approval against the work permit criteria has been given the individual must then apply to vary their (and any dependants') leave to remain in the UK an individual cannot continue to work until this application has been made and the form and passport returned.
- Individuals seeking an extension to an existing IED must apply no sooner than five weeks before the existing leave expires, and within six months of them or their employer receiving confirmation of their approval for an IED.

Refugees and asylum seekers
A refugee is a person who has been given leave to remain on the basis of a successful asylum application. A refugee has rights under the Geneva Convention

to be treated no less favourably than citizens of the host nation. In the UK refugees have the right to work, and are able to move and reside freely; they are also eligible for mainstream benefits and services, including access to education and NHS treatment in the same way as UK citizens.
An asylum seeker is a person who has made an application for asylum, but whose application is yet to be decided upon. Since 2003 asylum seekers do not have the right to work in the UK. Only very small number of asylum seekers will have the right to work and if so it will state 'employment permitted' on their Application Registration Card (ACR).
Candidates who fail to meet the requirements of the relevant pre-employment checks must not be selected for appointment and any concerns in relation to fraud should be immediately referred to the LCFS. Guidance can be sought from the Recruitment Office Manager or HR Business Partner.
If, for any reason, a prospective candidate does not meet any of the pre-employment requirements and a conditional offer is to be withdrawn, written confirmation from the recruiting manager must be obtained as to the reason for the withdrawal and advice/confirmation must be sought from a senior member of the Workforce team before any withdrawal is made.

3.8 Making the Selection Process

The selection decision will be made largely on the interview, with the details contained in the application form, but may also include selection test results, presentations, informal discussions and past performance of internal candidates. The information used must be fully discussed by the panel members directly following the interviews.

When reaching a decision it might be appropriate to consider not only the candidates suitability for the position applied for but for future potential. It is also important to consider how the applicant will complement the other team members as integration must be as smooth as possible to avoid unnecessary turnover.

Should the interview Panel consider that the candidate does not meet the requirements of the relevant employment checks, the Manager must not proceed with the appointment but discuss the matter with the HR Business Partner/Recruitment Office Manager who will ensure there is no unlawful discrimination.

If possible it might be helpful to identify a second candidate who could do the job in case your first choice does not accept the offer.
In all cases, a brief written assessment of each candidate, with reasons for rejections, should be completed and forwarded to the Recruitment Bureau. This will facilitate any feedback that is offered to the candidates and will also help if a candidate makes a complaint about unlawful discrimination.
It is the responsibility of the Recruiting Manager to supply all information relevant to interviews to the Recruitment Bureau who will keep the details for a period of six months.

3.8.1 Internal applicants

For members of staff who apply for a position within the Trust who are already employed by the Trust the following process will be applied:

- An application form should be completed in the normal way giving details of their current post within the Trust.
- All internal applicants will be required to attend an interview and to participate in any selection process along with external applicants.
- A reference will be sought from their current line manager who will be expected to confirm appointment details and suitability to the role applied for. If the applicant has been in post for less than 1 year then a reference will also be requested of their previous line manager.
- The Recruitment Bureau will also request a copy of the last Personal Development Review from the applicant which will be verified with the line manager (or previous line manager if applicable).
- If a CRB is required, this will be requested in the normal way (refer to the CRB policy).
- If the applicant is moving into a clinical area from a non-clinical area, or it has been more than 6 months since an OH check, or it is deemed necessary for the role, an Occupational Health form will be required.
- Any offer will be subject to satisfactory completion of these checks but will not necessarily delay the recruitment process.
- The HR Manager will be kept informed at each stage of the process so that communication between the current and new line manager can be facilitated.

Priority consideration will be given to applicants whose roles have been deemed 'at risk' under the provisions of the Trust policy or those who are being redeployed for some other reason. Guidance should be sought from your HR Manager in this respect. However, interviews will only be granted to those who meet the basic criteria for the person specification and the KSF outline for the role. Training will also be provided where necessary for the proper performance of the new role.

3.9 Reviewing the Recruitment and Selection Process

It is generally good practice and worth spending a short time reviewing the success or failure of each stage of the recruitment process to draw any useful lessons. This can be done with the HR Manager/Advisor and/or the Recruitment Manager to review the following:

- Did the advertisement appeal to the desired type of candidate?
- Which were the most successful media and what was the level of response to each?
- Did the selection process provide the information necessary to make the decision?
- What adverse or complimentary comments were made about the process by candidates?
- How easy was it to attract and appoint a suitable candidate?
- Were the administrative arrangements adequate?
- Were disadvantaged groups properly represented among the applications? If not, why not and what could be done in the future to address this?

3.10 Fraud

The Trust is committed to tackling fraud and corruption. In accordance with the *Trust's Counter Fraud Policy* the Local Counter Fraud Specialist (LCFS) is responsible for dealing with all suspicions of fraud and corruption.
It is an offence under the Fraud Act 2006 to make false representation, fail to disclose information, abuse one's position, and to possess, make and supply articles for use in frauds.
Therefore, if it is suspected that a candidate has provided false information on their job application, provided false evidence documents (for example a passport) or conspired with another to gain employment, then immediately tell the LCFS, secure records in your possession and record details of any relevant events.

3.11 External Recruitment Agencies

The Trust may, from time to time, enter into a contract for the provision of services from external recruitment agencies. When managers consider agency use necessary and appropriate, they should contact the Temporary Staffing Bureau. This policy lays down standards which must be established and maintained from these providers of service.
External recruitment agencies should reflect the aims and objectives of the Trust and provide evidence that they are experienced in the appropriate labour market. Only approved agencies should be used, i.e. those that are approved by the NHS Procurement and Supply Agency (PASA). Use of agencies that are not PASA approved is only allowed by written consent/instruction from and Executive Director.
The recruitment agency will be provided with documents necessary to complete their task, i.e. information regarding the Trust or directorate, and an accurate job description and person specification.
Any pre-appointment checks undertaken by recruitment agencies must be no less rigorous than those completed by the Trust. The use of approved agencies will assure this. Managers must satisfy themselves of this by checking copies of relevant documentation.
All external recruitment agencies must adhere to the Trust's policies on professional registration and provide appropriate evidence of this on commencement of staff placement.

4 Responsibilities

Recruitment cannot begin unless the post is formally confirmed as part of the Trust's establishment.

Once a vacancy has been identified it is the responsibility of the **Recruiting Manager** to ensure that the process is started at the earliest opportunity. A flowchart is provided at Appendix 2 for ease of reference. The stages in summary are:

- Vacancy identified by department manager (known as the Recruiting Manager).

- Job description, person specification and KSF (knowledge skills framework) outline are reviewed in line with department requirements. If there are significant changes to the job at this stage it may be necessary to have the job re evaluated under the Agenda for Change terms and conditions (see Trust policy on Job Re-banding). If this is the case, the KSF outline for this job will need to be updated to reflect the requirements of the new/changed job tasks.
- Job advertisement is drafted by Recruiting Manager using the Trust template.
- The 'Request to Fill a Vacancy' Form is completed by Recruiting Manager, reviewed by the Budget Holder and authorized by Finance and then passed to the Employee Resourcing team. The process is then initiated.
- Following the closing date, the Employee Resourcing team will liaise directly with the Recruiting Manager to arrange short listing and interviewing of job applicants. Any candidates that are not successful following short listing and interviewing will be contacted by letter and offered an opportunity to receive feedback.
- Successful candidates will be put forward for screening (references, Occupational Health Check, and any other appropriate checks necessary to the role).
- Once screening is complete successful candidates will be offered employment with the Trust. This offer is legally binding and cannot be withdrawn unless some substantial fact comes to light at this stage that was not known before.
- An offer of appointment must not be made to candidates who do not fulfill the requirements of the relevant pre-employment checks.

Once the offer is accepted a statement of terms and conditions of employment will be issued by the Employee Resourcing team to the employee with a copy to the Recruiting Manager.

The Recruiting Manager is required to:

- Check that the vacancy exists through agreed establishments (see appendix 3 – there must be an authorized pro forma if the establishment is being changed).
- Review the job description and person specification for the role. If necessary the job may need to be re evaluated under the Agenda for Change job evaluation process. If this is the case then the Recruiting Manager should refer to the Job Re-banding Policy.
- Provide details of the content for the advertisement and sent to the HR team.
- Provide any other information that is to be made available to applicants relevant to the job or department (e.g. specialist information on work area).
- Provide names and dates when panel members will be available for short listing and interviewing.
- To liaise directly with the Employee Resourcing team and Human Resources if there are any significant changes to the recruitment process or requirements for the job.

- To ensure that the process is carried out in a fair manner and that they are up to date with relevant Trust policies regarding recruitment and selection and any training available.
- To be aware and give consideration to the range of flexible working opportunities within the Trust, the Directorate and their department. Please refer to the Flexible Working Policy for further information.
- To complete and provide all information relevant to the vacancy and appointment using the Interview/Appointment Form (see Appendix 7).

The Employee Resourcing teams will:

- Abide by all relevant legislation, NHS Guidance and Trust policies in regard to recruitment of internal and external candidates including (but not limited to) Change Management Policy, Equal Opportunities Policy, Criminal Records Bureau Checking Procedure and Recruitment & Selection Procedures.
- Provide an efficient and effective administrative service to the Recruiting manager, providing all documentation at the agreed times.
- Act as first point of contact for all job applicants, ensuring they have all the information necessary to assist them with their application for employment.
- Offer informed and professional advice to Recruiting managers at all stages of the recruitment process.
- Provide training to Recruiting Managers on recruitment and selection techniques.
- Produce management information as necessary by each Directorate Senior Management team.
- Ensure a consistent and corporate image of the Trust is portrayed through advertisements and recruitment literature and in all contacts with job applicants.
- Where appropriate, and in conjunction with the Recruiting Manager, review the job role as necessary including making recommendations for job re-banding.
- Ensure that policies and practices are consistent with legal and best practice obligations at all times.
- Ensure that the computerized records system is kept up to date and provide management information as necessary.

5 Compliance Monitoring arrangements

The HR Directorate will monitor and evaluate the recruitment process to ensure adherence to both this policy and the Trust's Equal Opportunities Policy. Data on the recruitment and selection process will be collected, analysed and monitored via quarterly reports to the Workforce Heads Group.

Monitoring & review of progress will take place regularly within the Human Resource Department and by managers as part of the business planning process.

The Human Resource department will maintain adequate personnel records to enable effective monitoring of compliance with this policy. This will include monitoring of the recruitment and selection process and diversity of its workforce in comparison with the local, working population and the monitoring of any adverse impact on the equality agenda.

6 Training to ensure compliance with this policy

It is the Director of Human Resources responsibility to ensure that this policy is communicated and implemented throughout the organisation in an effective manner. This Policy will be made available to all staff via the Trust intranet.

Anyone undertaking recruitment or selection must ensure that they have been adequately trained in recruitment and selection techniques and that they are aware of the relevant legislation before participating in recruitment and selection decisions. Training will be provided by the Human Resources department. Senior Managers are required to ensure that both they and anyone reporting to them who undertake recruitment and selection are competent to do so.

7 References and associated documents

Agenda for Change
NHS Employers Employment Checks Standards

Associated Documents
Equal Opportunities Policy
Single Equality Scheme

8 Glossary/ explanation of terms used in this document

All definitions are included in the policy text

9 Document Control

Change history			
Version	**Date**	**Author/Procedure Lead**	**Details of change**
1	Apr 2007	Recruitment Manager	New Policy
1.1	Feb 2008	Recruitment Manager	Reviewed and revised
2	Jan 2009	Andrea Hill / Sue Mason	Reviewed and revised
2.1	Aug 2011	Deputy Director HR	Policy & EIA reviewed and reformatted. No change to processes
2.2	Mar 2014	Deputy Director of HR	Policy & EqA reviewed and reformatted. No change to processes

Appendix 1

Equality Analysis (EqA)

By completing this document in full you will have gathered evidence to ensure, documentation, service design, delivery and organisational decisions have due regard for the Equality Act 2010. This will also provide evidence to support the Public Sector Equality Duty.

Name of the policy / function / service development being assessed	Recruitment and Selection Policy
Date last reviewed or created & version number	Version 3.2 Original assessment 30th August 2011 Re assessment 10/04/2014
Briefly describe its aims and objectives:	
This policy and the associated procedures are intended as a source of reference for all staff, specifically those involved in the recruitment and selection of employees, and contain the legal aspects and best practice issues of recruiting and selecting as well as sound practical advice for improving the decision making process.	
Directorate lead	Sue Mason, Head of Workforce Resourcing
Target audience (including staff or patients affected)	
This policy applies to all staff employed by the Trust.	

Screening completed by (please include everyone's name)	**Organisation**	**Date**
Janet Miller, Deputy Director of HR	SASH	10/3/2014
Sally Knight, Head of Workforce Development	SASH	10/3/2014

Equality Group ***(Or protected characteristic):***	**What evidence has been used for this assessment?**	**What engagement and consultation has been used**	**Identify positive and negative impacts**	**How are you going to address issues identified?**	**Lead and Timeframe**
Age	ESR, workforce equality data and population demographics	Previous consultation with managers throughout the Trust and with Trade Union representatives	This policy provides a fair and transparent process for the recruitment to the Trust in order that the managers are able to make selection decisions based on objective criteria which will mitigate against discriminatory practices. The monitoring within the policy will support good selection decisions and the Trusts Public Sector duties and compliance with relevant legislation and our Equality Opportunities Policy.		All Managers involved in recruitment and selection.

Appendix 2

Recruitment Process Flowchart

Notified of vacancy

Advert placed web based NHS Jobs external advert/open day

Shortlist candidates for interviews

Invite to interview

Interviews take place

SuccessfulCarry out pre-employment checks

Unsuccessful send regret lette

Checks successful – send offer

Send contract with welcome pack

Update database and pass details to HR

Prepare induction

Appendix 3

ESTABLISHMENT CHANGE REQUEST FORM

New Post details:

Cost Centre:		Directorate:	
Ward/Dept:		Post title:	
Location:		Pay band:	
Budget (£):		Additional cost (£)	

Does this post replace another?	YES / NO

Details of post being replaced:

Cost Centre:		Directorate:	
Ward/Dept:		Post title:	
Location:		Pay band:	
Budget (£):			

Relevant business case or Exec Team approval

Name of business case /application	
Date of Exec Team sign off	

Authorisation Process

	Name	Signed	Date
Budget holder:			
Finance check:			
Director			
Finance Director:			

For HR use: **HR officer:**		**For Finance use:** **Finance Officer:**	
Date received:		Date received:	
Date ESR amended		Date ledger updated:	

Appendix 4

NB see updated form for Vacancy Management on intranet

VACANCY REQUEST FORM

Vacancy details:

Cost Centre:		Directorate:		
Ward/Dept:		Post title:		
Location:		Pay band:		
Replacement:	YES / NO	Name of employee Leaving:		
		Date employee gave notice:		
		Date employee leaving:		
New post:	YES / NO	establishment change agreed:	Date:	
Cost centre financial performance	YTD variance from budget this month £000 (adv)/fav			
	Forecast full year variance from budget £000 (adv)/fav			
Have you reviewed the skills mix within your team?				YES / NO
Have you considered redistributing job responsibilities within your team?				YES / NO
Have you discussed this with your Senior Line Manager?				YES / NO
What effect will this have on your Bank?Agency staff usage?				
Have you emailed the job description and advert text to the recruitment team?				YES / NO
Type of contract:		Number of hours per week:		

Interview details: These will take place 5 working days following receipt of shortlist unless otherwise stated.

Proposed date:		Proposed venue:	
Starting at (time):		How long for each?	
Proposed panel members:	Recruiting Manager:		
	2nd panel member:		
Have panel members been appropriately trained in interviewing techniques?			YES / NO

Authorisation Process

	Name	Signed	Date
Requested by:			
Approved by:			
Budget holder:			
Finance check:			
Director			
Finance Director:			

For HR use:	
Date received:	
Date approved:	
Date advertised:	

Appendix 5

SHORTLISTING FORM

VACANCY:
REFERENCE:
SENT/HANDED TO:
DATE:

Candidate Number	Name	Interview/Regret	Interview Time

Please retain the photocopied application forms for the above candidates.
Please could you complete the following and return to the Recruitment Bureau as soon as possible.

Date of interview: …………………………………………………………………...
Location of interview: …………………………………………………………………...
Times of interviews: (Please complete table).
Interview panel and Job Titles: ……………………………………………………….
……………………………………………………….

SIGNATURE: …………………………………………….. DATE: ………………………

Contact telephone number………………………………..
Thank you

Appendix 6

PRE EMPLOYMENT CHECKLIST

This guidance covers all the pre employment checks that employers are required to make before appointing anyone – employees, volunteers, students, trainees – to a position in the NHS.

Discrimination	Pre appointment checks and the recruitment process, should comply with anti-discrimination legislation.
Data Protection Act	In compliance with the Act, information should only be obtained where it is essential to the recruitment decision.
Verification of identification	Verify the identity of prospective employees by checking one of the following: valid passport, UK driving licence, original UK birth certificate, valid photo ID card (EU countries only) or UK firearms licence.
Work Permits	Most overseas nationals who do not live in the UK or EU, but want to work in the UK, should obtain a UK permit from Work Permits (UI), before starting work.
Qualifications	Qualifications, relevant to the position applied for, should be verified once a job offer is made.
References	These should be obtained before making an unconditional offer.
Registration	Before appointing a health professional, the employer should check whether the appointee is registered with the relevant regulatory body and whether any conditions apply.
CRB Checks	Although not a legal requirement, these are now mandatory for all eligible new staff (with certain exceptions). Appointments can be made on a provisional basis, pending the outcome with risk procedures in place. Sometimes there are instances where a disclosure issued for one position may be used for another job or voluntary post.
Protection of Children Act (PoCA)	Before an applicant can be appointed to a job involving work with children, employers should check the PoCA List (lists those who are legally barred from working with children).
Protection of Vulnerable Adults (PoVA)	This applies to care homes ad domiciliary care services and not the NHS. Where NHS students/trainees are doing a placement in a care home, the care home is responsible for carrying out the PoVA check.
Occupational Health Checks	All NHS staff should have a pre-appointment health assessment, which adheres to equal opportunities legislation and good occupational health practice. Make sure the check is secure, confidential and complies with the Data Protection Act requirements.
Risk Assessments	Employers are legally required to carry out risk assessments to manage health and safety of staff (and others) effectively on their premises.
Special Needs Assessment	If a reasonable adjustment is required for a successful applicant 9as defined by the Disability Discrimination Act) then reference should be made to the Estates Department to ensure these are put into place before the new employee commences employment (or as soon thereafter as is practicably possible).

The offer of employment must not be made unless all relevant pre-employment checks have been carried out and meet the relevant criteria. In the case of CRB Checks please refer to guidance above and the CRB Policy and Procedure.

Should it be found, following appointment that the documents relating to pre-employment have been falsified, the matter will be investigated by the LCFS and action any be taken through the Trust's Disciplinary Procedure, Professional Bodies Disciplinary Procedure and may be liable for criminal and/or civil proceedings.

Appendix 7

CANDIDATE DETAILS

Name: ………………………………………………………………………………………….…
Telephone: ………………………….. Mobile: …………………………………..

POST DETAILS

Job Title: ……………………………………………………… Grade: …………………..
Location and Ward/Department: ……………………………………………………………

INTERVIEW SUMMARY

Factor	Comments	Scoring 5 4 3 2 1
Knowledge, Qualification and Training		
Experience		
Skills and Attributes		
Understanding of the role		
Personal Qualities		
Comments		
	Scoring guidance - 5=Excellent - 4=Very Good - 3=Good - 2=Fair - 1=Poor TOTAL	

CHECKLIST OF TERMS AND CONDITIONS DISCUSSED AT INTERVIEW

Pay ☐ Pay Cycle ☐ Annual Leave Allowance ☐ Bank Holiday Arrangements ☐ Indicate any special conditions i.e. Fixed term/Term time etc ……..……………… ☐
Pension Scheme ☐ Sick Pay Entitlement ☐ Notice …..………. weeks ☐

APPOINT ☐ REGRET ☐
Salary: ……………………. Grade: ………Grade Point ………………… Hours Per Week …………… Leave Entitlement ………………………………
Start Date …………………… Report To ……………………………………………………… Report Where ……………………………………………………………………………..

Interviewer: ……………………………….………(name) Signed: ……………………….…… Date: …………
Title:…………………………………………….……………..

Interviewer: ……………………………….………(name) Signed: ……………………….…… Date: …………
Title:……………………………………….……………

Interviewer: ……………………………….………(name) Signed: ……………….………… Date: …………
Title:……………………………………………………..

Appendix 8:

KEY FACTORS FOR JOB EVALUATION

Responsibilities (These should be covered by the job description)

Patient/client care

This factor measures responsibilities for patient/client care, treatment and therapy. It takes account of the nature of the responsibility and the level of the jobholder's involvement in the provision of care or treatment to patients/clients, including the degree to which the responsibility is shared with others. It also takes account of the responsibility to record care/treatment/advice/tests.

Policy/service development/implementation

This factor measures the responsibilities of the job for development and implementation of policy and/or services. It takes account of the nature of the responsibility and the extent and level of the jobholder's contribution to the relevant decision making process, for instance, making recommendations to decision makers. It also takes account of whether the relevant policies or services relate to a function, department, division, directorate, the whole trust or employing organization, or wider than this; and the degree to which the responsibility is shared with others.

Financial and physical resources

This factor measures the responsibilities of the job for financial resources (including cash, vouchers, cheques, debits and credits, invoice payment, budgets, revenues, income generation); and physical assets (including clinical, office and other equipment; tools and instruments; vehicles, plant and machinery; premises, fittings and fixtures; personal possessions of patients/clients or others; goods, produce, stocks and supplies). It takes account of the nature of the responsibility (for example, careful use, security, maintenance, budgetary and ordering responsibilities); the frequency with which it is exercised; the value of the resources; and the degree to which the responsibility is shared with others.

Staff

This factor measures the responsibilities of the job for management, supervision, co-ordination, teaching, training and development of employees, students/trainees and others in an equivalent position. It includes work planning and allocation; checking and evaluating work; undertaking clinical supervision; identifying training needs; developing and/or implementing training programmes; teaching staff, students or trainees; and continuing professional development (CPD). It also includes responsibility for such personnel functions as recruitment, discipline, appraisal and career development; and the long term development of human resources. The emphasis is on the nature of the responsibility, rather than the precise numbers of those supervised, coordinated, trained or developed.

Information resources
This factor measures the responsibilities of the job for information resources (for example, computerized; paper based; microfiche) and information systems (both hardware and software, for example, medical records). It takes account of the nature of the responsibility (security; processing and generating information; creation, updating and maintenance of information databases or systems); and the degree to which it is shared with others. It assumes that all information encountered in the NHS is confidential.

Research and development
This factor measures the responsibilities of the job for informal and formal clinical or non-clinical research and development activities underpinned by appropriate methodology and documentation, including formal testing or evaluation of drugs, or clinical or non-clinical equipment. It takes into account the nature of the responsibility (initiation, implementation, oversight of research and development activities), whether it is an integral part of the work or research for personal development purposes; and the degree to which it is shared with others.

Freedom to act
This factor measures the extent to which the jobholder is required to be accountable for own actions and those of others, to use own initiative and act independently; and the discretion allowed to the jobholder to take action. It takes account of any restrictions on the jobholder’s freedom to act imposed by, for example, supervisory control; instructions, procedures, practices and policies; professional, technical or occupational codes of practice or other ethical guidelines; the nature or system in which the job operates; the position of the job within the organization; and the existence of any statutory responsibility for service provision.

Knowledge and Skills (These should be covered by the person specification.)

Communication and relationship skills
This factor measures the skills required to communicate, establish and maintain relationships and gain the co-operation of others. It takes account of the skills required to motivate, negotiate, persuade, make presentations, train others, empathies, communicate unpleasant news sensitively and provide counseling and re-assurance. It also takes account of difficulties involved in exercising these skills.

Knowledge, training and experience
This factor measures all the forms of knowledge required to fulfill the job responsibilities satisfactorily. This includes theoretical and practical knowledge; professional, specialist or technical knowledge; and knowledge of the policies, practices and procedures associated with the job. It takes account of the educational level normally expected as well as the equivalent level of knowledge gained without undertaking a formal course of study; and the practical experience required to fulfill the job responsibilities satisfactorily.

Analytical and judgement skills
This factor measures the analytical and judgmental skills required to fulfill the job responsibilities satisfactorily. It takes account of requirements for analytical skills to diagnose a problem or illness and understand complex situations or information; and judgmental skills to formulate solutions and recommend/decide on the best course of action/treatment.

Planning and organisational skills
This factor measures the planning and organizational skills required to fulfill the job responsibilities satisfactorily. It takes account of the skills required for activities such as planning or organizing clinical or non-clinical services, departments, rotas, meetings, conferences and for strategic planning. It also takes account of the complexity and degree of uncertainty involved in these activities.

Physical skills
This factor measures the physical skills required to fulfill the job duties. It takes into account hand-eye co-ordination, sensory skills (sight, hearing, touch, taste, and smell), dexterity, manipulation, requirements for speed and accuracy, keyboard and driving skills.

Effort and Environment (These should be covered by the person specification)

Physical effort
This factor measures the nature, level, frequency and duration of the physical effort (sustained effort at a similar level or sudden explosive effort) required for the job. It takes account of any circumstances that may affect the degree of effort required, such as working in an awkward position or confined space.

Mental effort
This factor measures the nature, level, frequency and duration of the mental effort required for the job (for example concentration; responding to unpredictable work patterns, interruptions and the need to meet deadlines).

Emotional effort
This factor measures the nature, level, frequency and duration demands of the emotional effort required to undertake clinical or non-clinical duties that are generally considered to be distressing and/or emotionally demanding.

Working conditions
This factor measures the nature, level, frequency and duration of demands arising from inevitably adverse environmental conditions (such as extreme heat/cold, smells, noise, and fumes) and hazards, which are unavoidable (even with the strictest health and safety controls), such as road traffic accidents, spills of harmful chemicals, aggressive behaviour of patients, clients, relatives, careers.

Appendix 9:

ASYLUM AND IMMIGRATION ACT 1996
IDENTITY DOCUMENT CHECKLIST

ONE of the **original** documents from the following list must be seen:

- UK passport describing the holder as a British Citizen or citizen of UK and Colonies having right of abode in UK.
- Passport bearing certificate of entitlement issued by or on behalf of UK Gov. giving right of abode in UK.
- Passport or National Identity Card issued by European Economic Area Agreement * member state, describing holder as a national of that state.
- UK Residence Permit issued to EEAA national confirming right to entry or residence in UK.
- Passport or other travel document issued by HO endorsed to show holder has current right of residence in UK as a family member of an EEAA national.
- Passport or other travel document showing holder is exempt from immigration control and has indefinite leave to enter or remain in UK.
- Passport or other travel document showing the holder has current leave to enter or remain in UK and is permitted to work *without* need for a work permit
- Registration card showing holder entitled to work in UK.

If the applicant does not provide one of the above, you need to see:

EITHER:

- Document showing the holder's NI no. Issued by IR, DWP, previous employer or other *official* source.

PLUS one of the following:

- UK issued full birth certificate, (naming both parents).
- Channel Islands, Isle of Man or Irish Birth certificate.
- Certificate of registration/nationalisation as a British Citizen.
- Home Office letter stating indefinite leave to enter/remain in UK.
- Immigration Status Document endorsed with UK Residence Permit, showing indefinite leave to enter/remain in UK.
- Home Office letter showing subsisting leave to enter/remain in UK and entitlement to take employment.
- Immigration Status Document endorsed with UK Residence Permit giving *limited* leave to enter/remain in UK and entitlement to work.

OR

- Work Permit issued by Work permits UK.

  PLUS proof that the holder has the right to enter/remain in the UK by sight of:

- Passport or other travel document showing holder has current leave to enter/remain in UK and permitted to work.
- Home Office letter confirming the same.

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

To meet the requirements of the Asylum and Immigration Act 1996, as amended in March 2004, ensure that:

- Files contain certified copies of the documents sighted to assess entitlement to work; and
- For passports, all relevant pages have been copied including the front cover.

Failure to comply with the requirements of the Act renders the Trust liable to a fine of £5,000 in each case.

Home Office Employer's Helpline 0845 010 6677

Appendix A:

Advert Template

The following template will be used for all adverts placed whether internal, web based or in local/national media. In addition, local/national media will carry the Trust logo plus the two tick disability symbol.

Job Title:

Reference:

Location:

Hours:

Contract:

Pay Band/Grade:

Closing Date:

Surrey and Sussex Healthcare NHS Trust is a major local employer, with a workforce of over 3,000 and provides acute healthcare services to a resident population of 350,000 and thousands more patients from the catchment area. The Trust provides extensive and modern facilities, including MRI and CT scanners, intensive and coronary care units and is the designated major trauma centre for Gatwick Airport. The Trust has recently spent £30 million on reconfiguring its services across both Crawley Hospital and East Surrey Hospital in Redhill. This has involved centralising acute care for seriously ill patients at East Surrey Hospital in Redhill while day case surgery, stroke and surgical rehabilitation, and many other outpatient and support services are provided at Crawley Hospital. Both hospitals complement each other in giving the right treatment at the right time and in the right place.

Insert individual vacancy text

For further information and an informal discussion please contact; Insert **name and contact details of contact**

In order to streamline recruitment within our Trust some of our vacancies may expire prior to the advertised closing date. This is in line with the Department of Health's policy. Unfortunately we are unable to send out regret letters to all applicants. Therefore, if you have not received a reply within 4 weeks of the closing date you will not have been shortlisted. However, this should not deter you from applying for similar positions within the Trust in the future. Committed to Improving Working Lives and Equal Opportunities

This post is subject to the Rehabilitation of Offenders Act (Exceptions Order) 1975 and as such it will be necessary for a submission for Disclosure to be made to the Criminal Records Bureau to check for any previous criminal convictions.

Appendix B

Surrey and Sussex NHS
Healthcare NHS Trust

Job Title:
Salary:
Responsible to:
Base: X Hospital

Role Summary (i.e. the purpose of the job)
This should answer the question "Why does this job exist in the organisation?" This should be an accurate, concise statement allowing the reader to immediately focus on the positions overall role in the organisation.
It may be advisable to leave this part until you have written the remainder of the job description to get an overall view.

Key relationships
Details of working contacts inside and outside of the organisation

Key responsibilities
This should tell you what the job holder must achieve in order to fulfil the job description and would include tasks, duties, and activities undertaken. This is where you should cover those examples as described in paragraph 3.4.

Standard clauses

In carrying out their duties the post-holder must promote equality of opportunity and take every opportunity to eliminate discrimination of any sort

Statement

This job description will be agreed between the jobholder and the Manager to whom he/she is accountable. It may be reviewed in the light of experience, changes and developments

As an employee of Surrey & Sussex Healthcare NHS Trust, you have the right to be treated fairly, with courtesy and understanding to ensure equality for all and respect of individual differences. You also have personal responsibility for treating others in this way.

Surrey & Sussex Healthcare NHS Trust in promoting the 'Health of the Nation' and the health of its workforce has a no smoking policy. Your help in making this policy a success will be appreciated.

Whilst employed by the Trust you may have access to patient or staff information, this information must be kept confidential and must not be disclosed

to anybody other than when acting in an official capacity. The unauthorised use or disclosure of patient or other personal information is a dismissible offence and in the case of disclosure of computerised information, could result in prosecution for an offence or action for civil damages under the Data Protection Act 1998.
If this post involves entering, changing or deleting patient details on any Trust computer system, including PAS, it is your responsibility to ensure, as far as you are aware, that those details are accurate and up to date.

GENERAL

1. This is an outline job description designed to give an overview of the responsibilities of the post. The post-holder will be expected to be flexible to respond to change and organisational need. The post holder will also be expected to contribute to the wider corporate and organisational needs of the Trust as appropriate.

2. The post holder will be expected to ensure compliance with the requirements under the Health and Safety Regulations.

3. The Trust is an equal opportunities employer. The post holder is expected to promote and implement the Trust's equal opportunities policy.

Due to the nature of the work in the hospital some posts require that an individual has their details checked for criminal convictions through the Criminal Records Bureau. You will be advised if this clearance is necessary. For further information regarding disclosure you can log onto www.disclosure.gov.uk.
All staff must familiarize themselves with Trust policies and procedures relating to their area of work and must ensure that these are followed at all times.
If this post manages members of staff, it is the post holder's responsibility to ensure that these staff are made aware of Trust policies and procedures relating to their area of work and to ensure that these are followed at all times. The post holder must also ensure that their staff receive adequate and relevant training to enable them to carry out their duties.
All employees must adhere to, and perpetuate, Trust policies and procedures relating to:

- Health & Safety
- No Smoking at Work
- Equal Opportunities in Employment, including responsibilities under the Disability Discrimination Act
- The Caldicott Principles

RESEARCH

The Trust manages all research in accordance with the Research Governance Framework, a copy of which is available in the Medical Director's Office. As an employee of the Trust, you are required to comply with all reporting requirements, systems and duties of action put in place by the Trust to deliver research governance standards.

<u>INTELLECTUAL PROPERTY (IP)</u>

From time to time during the normal course of your employment you may generate Intellectual Property which may have value in the delivery of better patient care. Where such IP is created in the course of your employment or normal duties then under UK law it will generally belong to the Trust, unless agreed otherwise in writing between you and the Trust.

The Trust management procedures for IP have been approved by the Trust Board and can be found on the Trust Intranet Site. Trust Procedures are consistent with the Management Framework for IP of the Department of Health. You are required to comply with these procedures.

Signed: ________________________ Date: __________
(Line Manager)
Signed: Date:
(Job holder)
________________________ __________

PERSON SPECIFICATION FOR THE POST OF

....

Requirements	Essential	Desirable	To be Tested*
Education, training and qualifications			
Previous Experience			
Skills & Abilities			
Knowledge			
Other requirements relevant to the post			

Date updated:

***A** Application form
I Interview
T Test

Appendix C:

INTERVIEWS

BEFORE

It is important that time is taken to ensure that the facilities for the interview are adequate, clean and tidy and free from interruptions. Key things to remember are:

- Reception arrangements for the interview(s) – who will greet the candidates and where will they wait?
- Are there toilet facilities nearby and what arrangements have been made for refreshments?
- Consider a sign for the door to indicate that people should not interrupt the interview.
- Make sure that any phones are turned off or diverted during the interview itself.
- Ensure there are enough chairs available for all attendees and that they are adequately comfortable (but not too comfortable).
- Be careful to consider other distractions during the interview, e.g. noise outside the window, busy clinic areas, etc.
- Room layout.

The panel members should:

- Study the application forms to ensure you understand the person applying and what skills they have.
- Discuss prior to the interview(s) what role each member will take and who will lead the process. Remember, the applicant will be nervous so putting them at their ease to begin with is important.
- Decide who will take notes of the interview and who will chair it and make sure you have the equipment to do so, e.g. a spare pen in case the original runs out!
- Decide what questions are to be asked and in what order.

DURING

Interviews need to be conducted skilfully if you are to secure the best candidate and applicants need to be assured that the process was fair and objective, even if they are unsuccessful.

Keep in mind that the objective of the interview is to find out if the applicant is suitable for the position they have applied for by testing the information they have provided as to their suitability. This will involve good questioning skills and listening to the answers given.

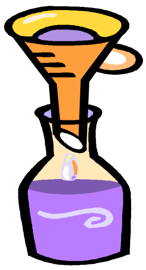
In general terms there are four stages to any interview. An easy way to remember is by the mnemonic WASP as follows:

Welcome

- Introduce them to the selection panel
- Relax them by asking a few personal questions, e.g. did you have any problems getting here? Do you need some refreshment? etc.
- Establish rapport – ask them to briefly describe themselves and their career to date
- Explain the agenda – list what will happen and in what order
- Explain the timings and ensure there are no pressures on their time. They may, for example, have someone waiting outside to give them a lift and if the interview goes on longer than they expected they may start to get nervous.

Ask

- Ask as many questions as you feel are necessary to get the information you need. However, try not to interrogate the candidate with quick fire questions.
- Always use open and probing questions to get your information. Remember the funnel technique



Open questions – who, what, why, when, how, where

Probing questions – "tell me about a time when …", "give me an example …"

= relevant information

Avoid using closed questions (those that can be answered with a yes or no) but remember, they can be useful for clarification purposes.

- Avoid making assumptions, always check things out.
- Although you will have prepared questions beforehand, be prepared to be flexible. However, ensure that the same or similar questions are asked of all candidates.
- Use summarising techniques with the information you have received as this will tell the candidate that you have listened and understood what they have said and will allow your note taker to get the relevant information in a succinct manner.
- Pay particular attention to the body language you use. Try to keep an open style and avoid defensive postures. Remember to look out for signs from the candidate that they are nervous or angry as this will affect the outcome of the interview process.

- Avoid asking any questions that may imply discrimination. If you do have to do this, e.g. enquiring as to how a disability affects someone's ability to move around, then you should fully explain your reasons for asking beforehand.

Supply

- Provide information to the candidate on the job, the Trust, pay and conditions etc.
- Give the candidate an opportunity to ask any questions they may have and answer them honestly. Remember, your job is to sell the Trust and the position but you also need to be truthful. It is no good telling them they will get fresh flowers on their desk every morning if this is an unrealistic expectation!

Part

- Explain the process from now on, including any timescales involved.
- Answer any final questions they may have.
- Complete any paperwork necessary, e.g. CRB form, photocopies of identity paperwork, etc.
- Make sure they have collected all their personal belongings.
- Thank them for their time and for showing an interest in working with our Trust.

AFTER

It is important that, following the interview (and before the next one), you complete your notes on what was said by the candidate. You do not necessarily have to decide there and then on whether you consider then suitable but it is important that the information gained is not lost or forgotten.

You should record this information on the Interview Record Sheet which you will have been sent with your interview pack from the Recruitment Bureau.

After all interviews have been conducted the selection panel should discuss the candidates, making reference to the notes taken. The selection criteria will have been agreed upon prior to the interview and each candidate should be measured against these criteria.

Once the successful candidate has been chosen this decision should be relayed to all the concerned parties as soon as possible to avoid any delays to the recruitment process. The Recruiting Manager should contact all successful and unsuccessful candidates to let them know the outcome within the agreed timescale.

A review of the interview process should also be discussed to ensure that best practice is repeated throughout the Trust and that bad practice is never repeated.

Appendix D:

Student Nurse Recruitment Process

Student nurses are targeted for recruitment 5 - 6 months before completion of their pre-registration programme. (September and February Cohorts)

Midwifery and child branch students have a separate small recruitment plan on the wards, as they are small numbers. (September Cohort only)

September Cohort

April/May

February Cohort

October/November

- PLF confirms with the university dates when students are in the Trust. PLF then discuss these dates with recruitment to identify the dates for the Open Day and interviews dates for students. Recruitment and senior Nurses informed of the date.
- One month before the planned Open Day PLF writes to the students and invites them to the Open Day giving them date, time and venue.

Open Day

- PLF, recruitment, senior nurses and ward managers see and talk to the students.
- The standard process for job applications in the Trust explained
- Recruitment packs, which contains an application form, CV & interview skills booklet, and list with 3 areas the students wish to work are given out. The planned date for the interview week is given to the students.
- Closing date for applications to be given in to recruitment office is discussed

- Senior Nurse, Ward Managers and recruitment interview the students on the pre arranged dates.

- Recruitment sends out conditional offer letters to the students.
- Senior Nurses and PLF meet to allocate wards/vacancies to students
- Recruitment inform students by way of formal offer letter once clearances have been received. (Target start date 1st March and 1st September each year.)