

RECRUITMENT AND SELECTION POLICY

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Recruitment and Selection Policy

Version Control Sheet

Version	Section/Para/ Appendix	Version/Description of Amendments	Date	Author/Amended by
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ASSISTANCE WITH THE APPLICATION OF THIS POLICY AND UPDATES

This policy has been prepared so as to reflect the law as at 18th January 2015. The policy will require periodic review to reflect subsequent changes to the law. Changes to employment law have generally been made on 1 February, 1 April and 1 October in any given year.

For advice and assistance in relation to the application of this policy and to obtain updates please contact:

Your line manager in the first instance or HR Business Partners, Scarsdale, Nightingale Close off Newbold Rd, Chesterfield, S41 7PF.

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1. POLICY STATEMENT

- 1.1 The South Lincolnshire CCG Recruitment and Selection Policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently.
- 1.2 South Lincolnshire CCG actively promotes equality of opportunity for all and welcomes applications from a wide range of candidates.
- 1.3 South Lincolnshire CCG complies fully with the NHS Employment Check Standards and the Disclosure and Barring Service (DBS) Code of practice and undertakes to treat all applicants in the same way at each stage of the process.
- 1.4 In accordance with NHS Employment Check Standards, South Lincolnshire CCG will undertake document checks on every prospective employee and staff in ongoing NHS employment. This includes permanent staff, staff on fixed term contracts, volunteers, students, trainees, and contractors.
- 1.5 This procedure applies to every vacancy within South Lincolnshire CCG.

2. PRINCIPLES

- 2.1 South Lincolnshire CCG recognises the need for equality and diversity within the workforce and promotes equality and diversity issues and awareness. In accordance with South Lincolnshire CCG's Equality and Diversity policy, this procedure will not discriminate, either directly or indirectly, on the grounds of gender, race, colour, ethnic or national origin, sexual orientation, marital status, religion or belief, age, trade union membership, disability, offending background or any other personal characteristic. It takes into account the provisions of the Equality Act 2010 and advances equal opportunities for all. All documents relevant to the recruitment process reflect the requirements of the Equality Act 2010.
- 2.2 South Lincolnshire CCG endeavours to be an equal opportunities employer and has taken measures to ensure that any opportunity for discrimination during the recruitment process is minimised. Personal information is removed from application forms prior to short listing and is used for monitoring purposes only. We will also ensure that objective selection criteria are used, the decision making process is recorded and it can be demonstrated that appointments are made on merit.
- 2.3 South Lincolnshire CCG will ensure that all employees who are responsible for undertaking recruitment and selection are suitably trained and have the necessary knowledge and skills.
- 2.4 Recruitment and selection is carried out in accordance with all relevant legislation.
- 2.5 If applicable, South Lincolnshire CCG uses the disclosure service provided by the Disclosure and Barring Service (DBS) to assess applicants' suitability for positions of trust. South Lincolnshire CCG complies fully with the DBS Code of Practice and undertakes to treat all applicants fairly. South Lincolnshire CCG also undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information received.
- 2.6 Recruitment within the Clinical Commissioning Groups (CCG) will be dealt with on a local basis as a separate employing statutory body, but in line with this policy, therefore each CCG will be responsible for ensuring that all recruitment activities are carried out in line with the principles of equal opportunities and in conjunction with Human Resources when necessary.

- 2.7 Data is held and destroyed in line with the Data Protection Act 1998. Only information essential to the recruitment decision will be obtained and will be kept in accordance with the Act.
- 2.8 The policy and procedure will be reviewed periodically by Human Resources and Trade Union(s) giving due consideration to legislative changes.

3. PROCEDURE

Identifying a vacant post

- 3.1 Before deciding to fill a vacancy and progressing to the next stage of the recruitment process there are a number of questions to be asked.
- Can the work itself be eliminated?
 - Can the work be absorbed by re-organising existing resources?
 - Is there still a job to be done?
 - Is it the same job as was done previously?
 - Can skill mix be considered as an alternative?
 - Will the job be permanent or temporary?
 - Can the vacancy be covered with a temporary secondment?
 - Is this one vacancy or can a single process be used to fill this and subsequent vacancies?
 - Are you recruiting solely to fill this particular post or are you looking for somebody with promotion potential?
- 3.2 Once it is clear that there is a vacancy, either on a permanent basis or temporarily, a **Vacancy Approval Form** must be completed and submitted to Human Resources, the form must also be approved by the **Vacancy Approval Panel**.

Appointing to a vacant post without advertising

- 3.3 If a post becomes available on a temporary basis due to such reasons as maternity or long-term sickness cover, the recruitment and selection process must be followed when selecting an employee to cover the vacancy. In such circumstances, it may be appropriate to recruit to the vacancy from a specific group of staff, for example, where the post is of a specialist nature.
- 3.4 Should the post then become available on a permanent basis, it may be possible to waive the standard recruitment process.
- 3.5 This will only be the case where it can be demonstrated that the initial selection for the post was made fairly and equitably, i.e. other people were also given the opportunity.
- 3.6 Temporary appointments will be reviewed between 10 and 12 months in order to establish whether the temporary promotion can be ended and the employee confirmed into that position.

Ring fencing

- 3.7 The 'ring fencing' of vacancies would normally only apply where certain jobs are at risk. Where managers are considering 'ring fencing' vacancies for any other reason they must first discuss with Human Resources and staff side prior to doing so.

Compiling a person specification

- 3.8 Having established that a vacancy exists, a person specification must then be completed for the post. If it is an existing post then the current specification must be reviewed and any necessary changes made.
- 3.9 The person specification defines the qualifications, skills, experience, and aptitudes etc., that are required by a person to fulfil the role. The criteria must be categorised as either essential (the minimum standards required to perform the job adequately) or desirable (the standards which will enable the person to perform the job more effectively). The criteria used should be competency based to enable candidates to demonstrate at interview how they have used particular skills previously.
- 3.10 The person specification should be prepared in line with the Agenda for Change Guidance.
- 3.11 It is important that the criteria used in the person specification are completely justifiable in order to demonstrate that decisions are made solely on merit.

Compiling a job description

- 3.12 Having established that a vacancy exists, a job description must then be completed for the post. If it is an existing post then the current job description must be reviewed and any necessary changes made.
- 3.13 The job description must summarise the role and responsibilities of the post in a concise and accurate way.
- 3.14 The job description should be prepared and evaluated in line with the Agenda for Change guidance.

Advertising a vacancy

- 3.15 Where external advertising is appropriate, the recruiting manager should establish the most efficient and effective method of advertising (e.g. newspapers and/or professional journals etc.).
- 3.16 All external adverts will automatically be advertised on the NHS jobs website (applicants are required to apply on-line, however, where requested a NHS jobs off line application is available) and on NHS jobs.
- 3.17 Where a vacancy is to be advertised internally only, details will be placed on internal notice boards if available and will be circulated to the department electronically.
- 3.18 All adverts will be prepared by the recruiting manager; however, Human Resources will provide templates, which take into account advertising best practice and the requirement to avoid any discriminatory statements within the advert. Once the completed job description, person specification, advert, and **Vacancy Approval Form** have been received by HR, the vacancy will be advertised.

Recruitment process timetable

- 3.19 The **timetable for a standard recruitment process** is at **Appendix 1**. This timetable clearly sets out the role of the recruiting manager, Human Resources, and the candidate.
- 3.20 A proposed time table must also be drawn up to include a shortlisting date and interview date (allowing at least 5 days' notice). The final closing date for applications, shortlisting date, and interview date will be agreed by the recruiting manager with Human Resources.

Application process

- 3.21 The recruitment pack for any external vacancy will be available on the 'NHS Jobs' website. It will contain, as a minimum, a job description, person specification and general information relating to terms and conditions. Some vacancies may warrant further information, depending on the nature of the post.
- 3.22 A record of website "hits" for each post will be maintained by Human Resources for monitoring purposes via NHS Jobs. All posts will also be monitored for equal opportunities purposes.
- 3.23 To minimise the opportunity for discrimination candidates' personal details will not be made available until after shortlisting has taken place.

Shortlisting

- 3.24 Shortlisting must be carried out in line with the pre-arranged timetable. A minimum of two people from the appropriate department must be involved in the shortlisting exercise, one of whom should be the recruiting manager.
- 3.25 Having assessed all candidates' against the essential and desirable criteria given in the person specification the shortlisting must be completed and recorded online on 'NHS Jobs'. A **shortlisting matrix** is available to support the panel to make the shortlisting decision.
- 3.26 South Lincolnshire CCG is committed to the employment and career development of disabled people. An interview is guaranteed to any candidate with a disability whose application meets all of the essential criteria for the post.
- 3.27 The shortlisting decision is recorded on the shortlisting and interview schedule form and returned to Human Resources, who will invite shortlisted candidates to interview and send regret letters to candidates who were not shortlisted. Human Resources will liaise with the shortlisted candidates and complete the interview schedule, which will be provided to the Recruiting Manager in advance of the interviews.
- 3.28 Recruiting Managers must be aware that in the event of a claim against South Lincolnshire CCG alleging discrimination or unfairness and in line with the Data Protection Act 1998, all written comments can be disclosed.

Testing

- 3.29 Testing can be used to supplement the recruitment process and enable the panel to make a better informed selection decision. Testing can take a number of different formats and can include giving candidates essay type questions to be completed prior to interview, asking candidates to do a presentation at interview and typing tests/in tray exercises or a combination of all such as an assessment centre. Testing can also be carried out via more formal methods such as psychometric and personality testing. These tests can be conducted by Human Resources colleagues who are accredited by the British Psychological Society for this purpose.

- 3.30 Recruiting Managers must discuss the use of any test with Human Resources prior to it being included in the recruitment process.

Interviews

- 3.31 Interviews should normally be undertaken by a minimum of three people, the interview panel should include department representatives who were involved in the shortlisting process, including the Recruiting Manager. The officers who are involved in the recruitment process must be suitably trained.
- 3.32 The 'lead' panel member will normally be the Recruiting Manager.
- 3.33 The questions to be asked by the Panel at the interview should be agreed beforehand and reflect the criteria in the person specification and also any technical aspects of the vacant post.
- 3.34 To avoid discrimination no reference should be made to the person's individual circumstances throughout the interview and the same basic questions should be asked of each candidate (although it is recognised that further probing questions may need to be asked in order to follow up particular issues).
- 3.35 The interview may be formal or more informal depending on the nature/level of the post and may also incorporate alternative methods of assessment (i.e. presentations).

Interview assessment

- 3.36 Those involved in the interview should make notes throughout, and assess the applicant's suitability against the criteria on the person specification via their responses to the questions asked.
- 3.37 Once all candidates have been interviewed the panel members should discuss their individual assessments and come to a consensus over who is the best applicant.
- 3.38 The lead panel member will complete the **interview assessment form**, which will be signed by the Recruiting Manager on behalf of the panel.
- 3.39 In the case of internal candidates, the panel will nominate one of its members to contact all unsuccessful candidates and give feedback where requested.
- 3.40 The decision to appoint a candidate must only be made by the panel members. Where the panel is unable to agree which candidate should be appointed they should arrange a further assessment exercise (i.e. second interview, test, presentation etc.)
- 3.41 Where the panel is still unable to agree on the successful candidate, the Recruiting Manager (normally the line manager for the vacant position) will be responsible for making the final decision.
- 3.42 The shortlisting matrix, interview assessment form, and the application forms of all candidates must be retained by the Recruiting Manager for twelve months from the date of appointment as evidence of how the decision was made, and for feedback purposes. The signed mandatory questionnaire, identity / pre-employment checks and signature verification document for unsuccessful candidates should be appropriately discarded following the agreement by the panel, or Recruitment Manager, on their decision to appoint.

- 3.43 Human Resources only require a copy of the successful candidate's application form, authority to offer form, signed mandatory questionnaire, copies of signed identity / pre-employment check documentation and the signed signature verification document. Human Resources will retain information on the successful candidate in an employee file and will be held and destroyed in line with the Data Protection Act 1998.

Appointment Procedure

- 3.44 At the interview, the Recruiting Manager will collect and sign the following documentation, which shortlisted candidates are asked to bring with them to the interview:

- mandatory questionnaire;
- identity / pre-employment checks documentation (original and photocopies). The Recruiting Manager will be required to check the original documentation and, for the successful candidate, to sign and date the photocopies, and sign the **Signature Verification Document** to confirm that the original documents have been checked.

- 3.45 Once the appointment decision has been agreed by the Panel, the Recruiting Manager will need to complete the **Authority to Offer Form**.

- 3.46 On receipt of the successful candidate's paperwork and signed authority to offer form, Human Resources will normally write to the individual with a conditional offer of employment. Offers of employment must be made on condition of receipt of the following:

External candidates:

- medical clearance
- receipt of two satisfactory references
- proof of right to work in the UK
- receipt of a satisfactory Disclosure and Barring Service (DBS) check (where appropriate);
- proof of relevant qualifications or professional membership (where applicable).

Internal candidates:

- receipt of one satisfactory reference;
- sickness absence record;
- to ensure receipt of the documentation listed above, for external candidates, is on the individual's employee file already (where applicable). In cases where this information is missing on the employee file, this pre-employment check will be required.

- 3.47 Successful candidates must be advised not to submit their resignation to their current employer (where appropriate) prior to all of the relevant checks being completed satisfactorily.

- 3.48 Subject to receipt of satisfactory pre-employment checks, and confirmation from the Recruiting Manager to proceed, Human Resources issue a contract of employment and new starter pack to the successful candidate.

Starting salary and incremental Dates

- 3.49 All new employees should be appointed on a salary point in the relevant band that is no higher than the second Gateway point in that band.

- 3.50 When an internal candidate is offered a job that is at a higher pay band, pay should be set at the minimum of the new pay band. However, if this would result in no increase either because the individual is receiving a bonus or recruitment and retention premium or because they are at the top of the band, the individual would go to the first pay point in the band which would result in an increase in pay.
- 3.51 Only in exceptional circumstances will a starting salary which is higher than the second gateway point be agreed, this would normally be where posts is of such a specialist nature that the higher salary is necessary to secure the best candidate for the post. Such cases must be discussed with a Human Resources representative prior to the salary offer being made.
- 3.52 When an internal candidate is offered a job that is at the same pay band as their current role, they would normally move across on the same pay point. Where an employee has been in receipt of a bonus payment in their current role, this may be consolidated and a higher pay point offered. However, this will be no higher than the top point of the relevant pay band and no protection will be payable.
- 3.53 In exceptional circumstances, the Budget Holder can authorise for a successful candidate to be appointed further up the pay scale. This decision should be discussed with Human Resources and a **Salary Justification Form** must be completed and approval sought from the South Lincolnshire CCG **Vacancy Approval Panel**.
- 3.54 The incremental date for new employees will normally be the anniversary of their start date.
- 3.55 When an internal candidate is appointed, and they move up only one pay point, their incremental date will remain the same. Where they move up two or more pay points, their incremental date will become the anniversary of the date of change.

Withdrawing an offer of employment

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

Making reasonable adjustments

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

Reserve candidates

- 3.58 Where more than one candidate meets the selection criteria the Panel may decide to list second and third choice candidates. Where the first choice candidate is unable to take up employment, for any reason, the second candidate may be offered the position and so on. Reserves may be held for a period of 6 months and if there is the requirement to fill the same post during that period the reserve candidate may be offered the position without having to repeat the recruitment process.

Feedback

- 3.59 Verbal feedback should be made available to all applicants at all stages of the recruitment process. Feedback would normally be provided by one of the shortlisting officers (at the shortlisting stage) and one of the interview panels (at the interview stage).

Complaints

- 3.60 If an applicant is unhappy with the outcome of their feedback, or any stage of the recruitment and selection process they can address their concerns, in writing, to the Human Resources Manager (Recruitment and Payroll). Where the Human Resources Manager (Recruitment and Payroll) is involved in the recruitment and selection process, concerns should be addressed to the Head of Human Resources Business Partners.

Expenses

- 3.61 Reimbursement for candidates travel, subsistence and overnight stays before an interview will only be allowed in exceptional circumstances and only with the pre-agreement of the recruiting manager. Rates will be in line with those in South Lincolnshire CCG's Travel and Subsistence Policy.
- 3.62 For candidates who withdraw their application or who refuse an offer of employment for reasons which seem inappropriate to the recruiting manager, expenses previously agreed with the recruiting manager will not normally be reimbursed unless the manager is satisfied that the candidate would suffer real hardship as a result.

4. EQUALITY

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

5. MONITORING & REVIEW

- 5.1 The policy and procedure will be reviewed periodically by Human Resources in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.
- 5.2 The policy and procedure will be reviewed in line with the national, CSU-wide policy, which will be audited on an annual basis by the CSU Leadership Team and reported to the CSU Transition Team on a six monthly basis.

Appendix 1 - timetable for a standard recruitment process

South Lincolnshire CCG flow chart

Appendix 2 - Equality Analysis Initial Assessment

Title of the change proposal or policy:

Recruitment and Selection Policy

Brief description of the proposal:

To ensure that the policy amends are fit for purpose, that the policy is legally compliant, complies with NHS LA Standards, NHS Employment Check Standards, and CRB Code of practice and takes account of best practice.

Name(s) and role(s) of staff completing this assessment:

Date of assessment:

Please answer the following questions in relation to the proposed change:

Will it affect employees, customers, and/or the public? Please state which.

Yes it will affect all employees and members of the public applying for positions within the organisation.

Is it a major change affecting how a service or policy is delivered or accessed?

No

Will it have an effect on how other organisations operate in terms of equality?

No

If you conclude that there will not be a detrimental impact on any equality group, caused by the proposed change, please state how you have reached that conclusion:

No anticipated detrimental impact on any equality group. The policy adheres to the NHS LA Standards, NHS Employment Check Standards, and CRB Code of practice and takes account of best practice. The policy makes all reasonable provision to ensure equity of access.

Please return a copy of the completed form to the Equality & Diversity Manager