

**WORKFORCE AND ORGANISATIONAL DEVELOPMENT
DIRECTORATE POLICY**

RECRUITMENT AND SELECTION POLICY

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CONTENTS

1.0	Introduction	5
2.0	Purpose.....	5
2.1	Organisational Values and Behaviours	6
3.0	Scope.....	6
4.0	Responsibilities	7
4.1	Chief Executive	7
4.2	Director of Workforce and Organisational Development	7
4.3	Directors/ Head of Service/ General Managers	7
4.4	Managers and Recruiting Managers	8
4.5	Resourcing and Information Services Team	9
4.6	Occupational Health	9
5.0	Laws & Regulations	9
6.0	Definitions	10
7.0	Process and Principles.....	10
7.1	Equality, Diversity and Human Rights.....	10
7.2	Local Anti- Fraud	11
7.3	Identifying a Vacancy.....	12
7.3.1	Job Descriptions	13
7.3.2	Person Specifications	13
7.4	Vacancy Authorisation	15
7.5	Change Management and Redeployment	15
7.6	Advertisement.....	16
7.6.1	NHS Jobs	16
7.6.2	Universal Jobmatch and Resident Labour Market Test	17
7.6.3	European Job Mobility Portal.....	17
7.6.4	External Publication.....	17
7.6.5	Internal	18
7.7	Fixed Term Contracts	18
7.8	Secondments.....	19
7.9	Increase in Hours.....	19

7.10	Temporary Movement to a Higher Pay Band.....	20
7.11	Selection.....	20
7.11.1	Shortlisting	20
7.11.2	Assessment.....	21
7.12	Criminal Convictions.....	23
7.13	Starting Salaries	24
7.14	Recruitment and Retention Premia.....	24
7.15	Employment Checks & Risk Assessment.....	25
7.16	Fit and Proper Persons.....	26
7.17	Withdrawal of a Conditional Offer	26
7.18	Ad-Hoc Recruitment	27
7.19	Confidentiality	27
8.0	Training.....	28
9.0	Audit.....	28
10.0	References	28
11.0	Appendices.....	28
	Appendix 1 Recruitment and Selection Process.....	29

1.0 Introduction

The Clatterbridge Cancer Centre NHS Foundation Trust believes that its employees are its most important and valuable resource and that good recruitment practice is key to ensuring that only the most appropriately skilled and qualified staff are employed. Through a fair and objective process the Trust aims to recruit and select the highest calibre of staff whilst adhering to the Equality Act (2010) and appropriate employment legislation.

2.0 Purpose

The Trust recognises that effective recruitment and selection practices are fundamental to its future success and that good selection can lead to better patient care, higher morale, lower turnover of staff and reduce rates of absenteeism.

This policy is designed to assist managers to get the best candidates for their vacancies and to fill vacancies within a reasonable timescale at a reasonable cost; all within best practice, following employment legislation and NHS standards whilst contributing to the Trust mission, vision and values.

The objectives of the recruitment and selection policy are:

- To recruit and retain skilled people to enable the Trust to achieve its aims and values.
- To ensure effective, consistent and fair practice by the provision of clear guidelines.
- To ensure there is equality of opportunity for existing and prospective employees and to ensure there is no less favourable treatment of applicants.
- To ensure Recruiting Managers are competent to fulfil their obligations within the policy and wherever possible have undergone relevant training.

Issue Date: 6 th July 2016	Page 5 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

2.1 Organisational Values and Behaviours

The Trust's Values and Behaviours support the Vision 'to provide the best cancer care to the people we serve' and our Mission 'To improve health and wellbeing through compassionate, safe and effective cancer care'.

In order to deliver the Vision and the Mission the Trust has set out the Values & Behaviours that it will demonstrate which are:

- Putting People First
- Passionate about what we do
- Achieving Excellence
- Looking to the future
- Always improving our care

These values and behaviours need to be at the heart of everything we do and have been incorporated into the development of this policy.

3.0 Scope

This policy is a Trust wide policy that applies to all managers and staff who are involved within the recruitment and selection process across the Trust. The policy covers the recruitment and selection of all employees and bank workers within all disciplines for all posts, whether advertised internally or externally, on a fixed term or permanent basis within the Trust. This policy does not apply to volunteer, agency engagement or independent contractors.

Medical Workforce appointments may be subject to additional guidelines and specialist advice should be sought from the Resourcing and Information Services Team.

Issue Date: 6 th July 2016	Page 6 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

All appointments must be made in accordance with this policy and would therefore, be subject to approval, advertisement, shortlisting, interview/ assessment and employment checks as below. Any exceptions to this policy must be agreed with the Resourcing and Information Team in advance.

4.0 Responsibilities

It is important to clarify the responsibilities and expectations of both Recruiting Managers and the Workforce and Organisational Development Directorate at each stage of the recruitment and selection process.

4.1 Chief Executive

The Chief Executive is ultimately accountable to the Board for the Trust compliance and standards in relation to this policy and applicable legislation. This duty may be delegated to an Executive Director or senior manager, however accountability to the Board will remain with the Chief Executive.

4.2 Director of Workforce and Organisational Development

The Director of Workforce and Organisational Development has the responsibility to ensure robust processes and systems are in place to ensure compliance and development with regards to this policy, employment legislation, statutory employment duties and best practice.

They will also ensure that all Recruiting Managers, Directors, General Managers, Head of Service, Senior Managers, the Workforce and Organisational Development Directorate and employees involved within recruitment and selection at the Trust are aware of their responsibilities.

4.3 Directors/ Head of Service/ General Managers

Directors/ Head of Service/ General Managers or equivalent are responsible for ensuring that this policy is carefully followed within their areas of responsibility.

Issue Date: 6 th July 2016	Page 7 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

They must ensure that they and the employees within their departments familiarise themselves with and comply with this policy.

4.4 Managers and Recruiting Managers

All Trust Managers and Recruiting Managers have a specific responsibility to ensure that they lead the recruitment process within the respective directorates and departments. Managers and Recruiting Managers have a duty to:

- Ensure all posts are recruited to in line with this policy and associated Trust policies and processes, employment legislation and appropriate terms and conditions i.e. Agenda for Change.
- Ensure that they adhere to the requirements set out in this policy including obtaining appropriate financial approval prior to commencing recruitment activity.
- Review the requirement to recruit, considering workforce plans and service changes.
- Ensure completion of appropriate paperwork and documentation throughout the process. Including Job Descriptions and Person Specifications, ensuring the Job Evaluation process has been completed where necessary prior to commencing recruitment.
- Fully utilise the technology (e.g. NHS Jobs) to assist with the recruitment and selection process
- Ensure a fair and consistent shortlisting process is followed, ensuring reasons for rejection are recorded.
- Develop a fair, consistent and appropriate assessment and selection process for the position.
- Select candidates with the right skills, qualifications, experience, behaviours and Trust values.
- Make timely verbal offers subject to employment checks and provide unsuccessful candidates with verbal constructive feedback when requested.

Issue Date: 6 th July 2016	Page 8 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

- Ensure that they have received adequate information and guidance before participating in recruitment and selection activity and adhere to Trust policy and procedure.

4.5 Resourcing and Information Services Team

The Resourcing and Information Team are responsible for:

- Ensuring robust processes and systems are in place to ensure compliance with regards to this policy and employment legislation and best practice.
- Ensuring up to date information, guidance and training is provided to Recruiting Managers.
- Providing advice and support in relation to recruitment and selection which is compliant with employment legislation and best practice.
- Ensuring the recruitment and selection activities within the Trust are compliant with Trust policy and processes and within agreed Key Performance Indicators (KPI's) and service level agreements.
- Ensuring any concerns are raised with the Recruitment and Employment Services Manager.
- Providing an effective administration service from advertisement to conditional offer of employment and safer employment checks.

4.6 Occupational Health

Occupational Health are responsible for conducting pre-employment medical assessments for successful candidates and providing appropriate medical advice to support and enable reasonable adjustments to be made as required to enable prospective staff to fulfil their roles.

5.0 Laws & Regulations

- Employment Rights Act (1996)
- Human Rights Act (1998)
- Equality Act (2010)
- Data Protection Act (1998)

Issue Date: 6 th July 2016	Page 9 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

- Rehabilitations of Offenders Act (1974) and (Exceptions) Order (1975)
- Employment Act (2008)
- Protection of Freedoms Act (2012)
- Immigration and Asylum and Nationality Act (2006)
- Immigration Restrictions on Employment Order (2007)
- Agency Workers Regulations (2010)
- Bribery Act (2010)
- NHS Employment Checks Standards
- NHS Constitution
- NHS Terms and Conditions of service handbook
- Medical and Dental Terms and Conditions

6.0 Definitions

AfC Agenda for Change

7.0 Process and Principles

This policy will be driven by the following process and guiding principles and should be read and used in conjunction with the recruitment and selection procedures and guidance documents outlined within the toolkit.

7.1 Equality, Diversity and Human Rights

The Trust is committed to an environment that promotes equality and embraces diversity in its performance as a service provider. It will adhere to legal and performance requirements and will mainstream Equality, Diversity and Human Rights principles through its policies, procedures and processes. This policy should be implemented with due regard to this commitment.

The Trust aims for a workforce demography representative of the community we serve. The Trust seeks to develop positive practice to promote equality of opportunity in employment. The Trust aims to attract and appoint the most

Issue Date: 6 th July 2016	Page 10 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

suitable candidate for each vacancy. Decisions regarding shortlisting and appointment will be taken without reference to candidate's age, disability, gender, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Careful consideration will be given to any candidate with a disability in accordance with the Equality Act (2010) in terms of reasonable adjustments.

The Clatterbridge Cancer Centre, NHS Foundation Trust is a recognised organisation under the Positive about Disabled Scheme (PAD). This means that we encourage applications from disabled individuals in line with the Equality Act (2010). As a Trust we are committed to employ, retain and develop the abilities of disabled employees. During the recruitment process the Trust is committed to making adjustments where necessary. For those candidates who have declared a disability and who would like to be considered under the PAD scheme need to meet only the essential criteria outlined in the Person Specification to be guaranteed invitation to interview/ assessment.

7.2 Local Anti- Fraud

The Trust is committed to maintaining a culture of integrity, openness and honesty. It is therefore also committed to the elimination of any fraud within the Trust and to the rigorous investigation of any such cases.

The Trust's Anti-Fraud, Bribery & Corruption Policy, which is available on the intranet, outlines the definition of fraud and provides guidance for employees who have suspicions of fraud. An example of fraud within the recruitment process is the falsification of identity documents or qualifications to obtain employment of a specific role within the Trust. In all instances where there is a suspicion of false documentation the Trust's Local Anti-Fraud Specialist will investigate it. All documentation relating to an employee's recruitment may be used as evidence in the event of an investigation.

Issue Date: 6 th July 2016	Page 11 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

7.3 Identifying a Vacancy

Managers are responsible for reviewing the need for a post when it becomes vacant, taking into account workforce plans and service needs.

A vacancy may occur for a variety of reasons including increase in workload, a requirement for new skills, a change in structure or when an employee resigns. This creates an opportunity to reconsider the overall functions and structure within the department and to consider any necessary changes or redesign of the role(s). A workforce planning review should be conducted to consider alternative ways of meeting service needs that may not necessarily require the post to be replaced in the same way.

The Manager should ensure that the following factors are taken into account before deciding to advertise the vacancy:

- Does the post need to be replaced?
- Are any of the duties no longer required?
- Could the duties be re-allocated as part of a skills mix review?
- Could a part-time post cover the duties?
- Does the job content need to be changed?
- Is a higher or lower level post more appropriate?
- Would the post be suited to a more flexible working pattern (e.g. term-time, annual hours, twilight shifts, bank agreement, home-working).

Advice and guidance is available from the Workforce and Organisational Development Directorate.

When it is decided to recruit to a post, managers should always review the Job Description and Person Specification. Where a post has significantly changed, or the role is completely new, the Job Evaluation Policy and Process should be consulted where applicable. The job evaluation process should be completed prior to the beginning of the vacancy authorisation process.

Issue Date: 6 th July 2016	Page 12 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

7.3.1 Job Descriptions

The job description sets out the main duties to be undertaken by the post holder. It is the Managers responsibility to ensure that:

- They have the necessary job descriptions for all posts in their department/ directorate.
- They are written and updated regularly using the Trust Job Description template and guidance.
- If the post holder works with children/vulnerable adults, their specific responsibilities for safeguarding the welfare of these groups is stated.
- Newly created posts/ posts which have changed considerably go through the appropriate job evaluation process before commencing a recruitment process.

When recruiting to an existing post the manager must ensure that alterations are made before approval to recruit has been sought and the post advertised. Once an appointment has been made, any changes will require mutual agreement between the post holder and manager.

7.3.2 Person Specifications

The Person Specification sets out the skills, knowledge, personal qualities and other requirements, which are needed to perform the duties. The manager is responsible for ensuring these are written and updated regularly using the Trust template and guidance.

The Person Specification is used to draw up the criteria against which applicants will be assessed at the shortlisting and assessment stages. Applicants that do not meet the essential criteria should not be shortlisted. On occasions of high volume and high quality applicants the desirable criteria should be used to enhance the shortlisted field. Therefore managers should ensure that the criteria for selection are clearly defined, relevant, justifiable and assessable. They

Issue Date: 6 th July 2016	Page 13 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

should ensure that unnecessary requirements about age, qualifications, length or nature of experience are not be included. Under no circumstances, should reference be made to personal circumstances such as marital status and domestic arrangements.

The Person Specification should cover the following areas:

Qualifications	<ul style="list-style-type: none"> • What should the post holder have attained? • When specifying particular qualifications you should also state 'or equivalent', where this is possible.
Experience	<ul style="list-style-type: none"> • What type, level and extent of previous work or other experience should the post holder have? • Under the Equality Act (2010) managers are recommended not to specify years' experience, to avoid discrimination claims on the grounds of age, unless you can clearly demonstrate a genuine need to do so.
Knowledge and Expertise	<ul style="list-style-type: none"> • What is the range and depth of knowledge and expertise that the post holder should possess?
Analytical and Judgement Skills	<ul style="list-style-type: none"> • What analytical and judgement skills does the post holder require?
Key Skills and Attributes	<ul style="list-style-type: none"> • What particular key skills and attributes are required of the post holder? E.g. presentation skills/ ability to prioritise workload effectively
Work Related Circumstances	<p>For example:</p> <ul style="list-style-type: none"> • Is the post holder required to travel to meetings? • Is the post holder required to take part in on-call rota? • Is the post holder required to carry out manual handling?

	<p>All Person Specifications must contain:</p> <ul style="list-style-type: none"> • Able to demonstrate the Trust’s core values and behaviours throughout their day to day approach • Able to travel across multiple Trust sites • Adhere to no smoking on the Trust site (this includes electronic cigarettes) or leaving the health park during contracted hours except for localised agreed breaks.
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7.4 Vacancy Authorisation

All vacancies advertised and all positions offered to candidates must be supported by a fully approved Vacancy Authorisation Form.

The Vacancy Authorisation Form must be completed by the budget holder and forwarded via email from the budget holder to Finance; the email will act as the approval process. Once approved Finance will forward the approved Vacancy Authorisation Form via email to the budget holder and the Resourcing and Information Services Team.

The Vacancy Authorisation Form must confirm the terms and conditions of the post including pay band, number of hours and basis i.e. permanent, fixed term, locum or bank. For fixed term appointments the Vacancy Authorisation Form must include the length/ end date of the fixed term contract and the fair reason in line with employment legislation for the fixed term contract.

7.5 Change Management and Redeployment

In circumstances where due to reorganisation/ restructuring of Trust services, an employee is deemed ‘at risk’ the Trust will adhere to the Trust Change Management Policy.

The same principles will apply where it is necessary to redeploy an employee because of their inability to continue to perform their duties to an acceptable standard. The Trust will explore whether any suitable alternative posts are available.

7.6 Advertisement

The advertisement is the first stage in the pre-selection process and it should be drafted to:

- Attract the most suitable pool of applicants
- Create a favourable impression of the Trust
- Be based on the criteria in the person specification and cover the main purpose stated in the job description
- Give candidates advance notice of the interview dates if possible.

Recruiting Managers must ensure that all adverts, Job Descriptions and Person Specifications provided to the Resourcing and Information Team do not include statements which could be deemed as discriminatory. The Resourcing and Information Services Team will remove any direct or indirect reference to discrimination in documentation where necessary.

7.6.1 NHS Jobs

Vacancies will be advertised on the NHS Jobs website and applicants will be expected to apply by electronic application form submitted through the NHS Jobs website. Should an applicant have any personal requirements that will prevent them applying for the position and participating in the recruitment process, they are requested to contact the Resourcing and Information Services Team at the earliest opportunity to ensure measures can be put in place to enable their application for the vacancy.

The Trust reserves the right to re-advertise a position when an insufficient number of applications have been received to further test the market. This will be

Issue Date: 6 th July 2016	Page 16 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

at the discretion of the Recruiting Manager in conjunction with the Recruitment and Employment Services Manager.

7.6.2 Universal Jobmatch and Resident Labour Market Test

Vacancies will also be advertised with Universal Jobmatch via an interface within NHS Jobs to ensure the Trust is able to comply with the Resident Labour Market Test (RLMT). To sponsor an individual from outside of the European Economic Area (EEA) under Tier 2 of the points-based immigration system, the Trust is required to complete a RLMT unless recruiting to a skilled role that is on the shortage occupation list or falls within the exemption categories. The RLMT is used to demonstrate that there is no suitable individual already living in the UK who can fill the vacancy. If this applies to your vacancy please discuss the requirements with the Resourcing and Information Services Team prior to advertisement.

7.6.3 European Job Mobility Portal

For vacancies which are historically difficult to attract sufficient suitable applicants, the Trust can display the vacancy on the European Job Mobility Portal. If this applies to your vacancy please discuss your requirements with the Resourcing and Information Services Team prior to advertisement.

7.6.4 External Publication

For most vacancies advertisement on NHS Jobs should be sufficient to attract appropriate candidates with the right skills, qualifications, experience, behaviours and Trust values. Where however the initial advertisement on NHS Jobs has failed or it is decided to widen the advertisement in the search for applicants, you may wish to advertise in an external publication/ external media.

The cost of external publication will be covered by the department where the vacancy exists and must be approved with Finance to ensure appropriate funds are available.

Issue Date: 6 th July 2016	Page 17 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

All advertising within external publications and media must be organised via the Resourcing and Information Services Team, who will outsource to an advertising agency.

7.6.5 Internal

The Recruiting Manager will determine whether a role will be advertised internally only in the first instance. The vacancy will still be advertised on the NHS Jobs website within a restricted area.

The following groups are eligible to apply for vacancies which have been advertised internally:

- Substantive employees, employed on a permanent or fixed term basis with the Trust.
- Bank workers with a bank agreement with the Trust.
- External secondees who are undertaking a role within the Trust.
- Agency workers currently engaged by the Trust.
- Employees of Trust subsidiary companies.

7.7 Fixed Term Contracts

The Trust is committed to the promotion of long term security of employment however it recognises that the use of fixed term contracts provides an opportunity of bringing specific resources and skills into the Trust for a specific period.

Fixed term contracts of employment must only be used for genuine organisational reasons which are fair in line with employment legislation and for a specific length of time or on completion of a task.

It is the Recruiting Managers responsibility to ensure that during the recruitment process to fill the fixed term vacancy, the reason and timescale is clear on the

Issue Date: 6 th July 2016	Page 18 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

Vacancy Authorisation Form and advert provided to the Resourcing and Information Services Team.

Where a fixed term post is extended the employee may receive an extension of contract if the reason for the fixed term position remains to be the same reason in which they were initially appointed through the recruitment process. Clear justification will be required for not considering the post to be permanent. Fixed term contracts should not be extended beyond four years. For further information please refer to the Temporary Posts Policy.

Where a fixed term post becomes a substantive post, the post must be advertised in accordance with this policy to ensure equality of opportunity.

7.8 Secondments

Vacancies being advertised on a fixed term basis may be filled by an individual requesting a secondment in accordance with the Temporary Posts Policy.

For internal applicants the individuals employment circumstances will determine whether the post can be offered as a secondment opportunity in line with the Temporary Posts Policy.

For employees who wish to apply for a fixed term vacancy within the Trust as a secondment opportunity, this must be done with full knowledge and support from their line manager and in line with the Temporary Posts Policy, including completion of the secondment application.

7.9 Increase in Hours

A vacancy will not need to be advertised where an existing substantive part-time employee in the same role wishes to increase their substantive hours per week up to the maximum of 7.5 hours per week. This is subject to the managers

Issue Date: 6 th July 2016	Page 19 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

judgement that this will not disadvantage other employees within the department and that they can justify the requirement for the needs of the service.

Where the increase in hours is in excess of 7.5 hours per week this should be discussed with the Resourcing and Information Services Team to ensure that this will not disadvantage other employees. To ensure equality of opportunity the additional hours may need to be advertised as a vacancy in accordance with this policy.

7.10 Temporary Movement to a Higher Pay Band

A temporary movement into a higher pay band should not normally last longer than six months or less than one month and may not be required to go through the full recruitment and selection process. This may occur due to cover a period of sickness or due to increased work pressures. At the Manager's discretion this may be filled within the department via an expression of interest. This is subject to the manager's judgement that this will not disadvantage other employees within the department and that they can justify the requirement for the needs of the service.

7.11 Selection

Selecting candidates involves two main processes: shortlisting and assessing an applicant's suitability for the role.

7.11.1 Shortlisting

The shortlisting process is completed by the Recruiting Managers and where applicable identified reviewers via the NHS Jobs website where applicable as soon as possible after the closing date. The NHS Jobs website has a suite of optional pre-application questions and additional application questions that can be used to improve the quality of the applications received by blocking applicants that do not meet the minimum criteria required for the post. During the shortlisting process the Recruiting Manager and where applicable reviewers will

Issue Date: 6 th July 2016	Page 20 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

not receive the applicants personal details at this stage, each application will be reviewed and shortlisted on merit. The shortlisting exercise will be based upon the submitted application, assessed against the Job Description and Person Specification.

For the shortlisting process to be objective consistency is vital. Any candidate not meeting the essential requirements should not be shortlisted. In order to ensure that all candidates receive the same attention, it is recommended to shortlist no more than 6 candidates unless the field is exceptional or there is more than one vacancy.

If, having shortlisted against the essential criteria, there are too many applicants to interview they should be measured against the desirable criteria. If one candidate is shortlisted without an essential qualification on the basis that they have equivalent experience, then all other candidates in the same position must be shortlisted.

For those candidates who have declared a disability and who would like to be considered under the PAD scheme, they must meet only the essential criteria outlined in the Person Specification to be shortlisted.

Unsuccessful candidates will be notified via NHS Jobs. It is the Recruiting Managers responsibility to provide feedback where requested to those candidates who have been unsuccessful with their application.

7.11.2 Assessment

Following shortlisting the Recruiting Manager is responsible for deciding the most appropriate selection process for the position, ensuring the necessary skills, knowledge, experience and Trust values and behaviours are assessed. A competency-based interview is the minimum selection method however it is recommended that consideration is given to incorporating multiple selection

Issue Date: 6 th July 2016	Page 21 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

methods into the process, for example delivery of presentation, psychometric testing, in-tray exercises, focus groups, role-play and group discussions.

Where circumstances require, consideration may be given to the use of technology for first stage assessment before an in-person interview, such as interviews via phone/ web video.

Details of the assessment tools will be provided to shortlisted candidates when they are invited for interview/ assessment. It is important to ensure candidates are given sufficient notice to attend an interview/ assessment to prepare.

Candidates will be asked to bring along proof of identity to the assessment. It is the Recruiting Managers responsibility to ensure identity documentation is verified at the assessment stage and recorded on the Candidate Verification Form. This is imperative as the successful candidate will be requested to bring identity to an employment checks meeting for verification purposes.

The Recruiting Manager is responsible for ensuring referees provided by candidates meet the Trust requirements in line with the NHS standards. Where the requirements are not met, this should be discussed with the candidate and alternative referees provided via the Candidate Verification Form. Gaps within employment history should be explored at interview, obtaining satisfactory explanation.

Selection is a two-way process; it is an opportunity to assess the applicants fit for the post and the organisation but also for the applicants to assess the Trust and the Trust core values. It is important to present a positive image of the Trust and adhere to Trust policy and guidance at all times.

Interviews and any assessments should be undertaken in full for all applicants unless the applicant states that they wish to end the interview/ assessment and

Issue Date: 6 th July 2016	Page 22 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

withdraw from the process. In this instance the selection panel must record this decision and sign as appropriate.

Following completion of all interviews and assessments, the panel will discuss the individuals interview and assessment and decide as a panel the successful candidate(s). At this stage the results of any tests, exercises and assessment tools will be available to aid/ support the panel with their decision. Notes taken at interview and during any assessments should be kept on the vacancy file and should be kept for a minimum of 13 months should they be required at a later date.

When a decision has been reached in terms of the appointment, the successful candidate should be contacted personally, on the same day if possible, or in line with the timescales discussed. A verbal conditional offer of employment should be made subject to satisfactory completion of employment checks. The successful candidate should be informed that they will be contacted by email by the Resourcing and Information Services Team in due course. They are expected to liaise with the Resourcing and Information Services Team and ensure prompt receipt of all necessary employment checks. Any notes in relation to the successful candidate should be returned to the Resourcing and Information Services Team to remain on file.

Unsuccessful candidates should be notified verbally, as soon as possible, on the same day if possible or in line with the timescales discussed, by a member of the assessment panel. It is the Recruiting Managers responsibility to provide factual, objective and constructive feedback where requested to those candidates who have been unsuccessful at assessment.

7.12 Criminal Convictions

For candidates who have declared a criminal conviction, caution (including reprimands or warnings) as part of the application process, this information will

Issue Date: 6 th July 2016	Page 23 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

not be shared with the Recruiting Manager until commencement of employment checks in line with the Rehabilitation of Offenders Act (1974) and Equality Act (2010).

To enable necessary discussion during the interview/ assessment process, candidates will be asked as part of the Candidate Verification Form to declare spent/ unspent convictions, cautions (including reprimands or warnings) dependent upon the position. This must be explored during the interview/ assessment process and examples of phrasing questions that could be used are:

- It would be helpful for the panel to understand the circumstances surrounding your conviction/ caution/ reprimand/ warning that you have declared.
- I note that that you have declared a conviction/ caution/ reprimand/ warning on your Candidate Verification Form, would you please share the detail with us.

A criminal conviction, caution (including reprimands, warning) will not necessarily prevent an individual from being appointed to a post, the decision however will depend on the nature of the position and the circumstance and background of the offence(s) committed. Please contact the Workforce and Organisational Development Directorate for further advice and guidance.

7.13 Starting Salaries

The successful candidates starting salary and position in the pay band will be determined in line with Agenda for Change Terms and Conditions. New entrants to the NHS will normally commence on the first point of the relevant pay band. For further information please refer to the Salary Agreement Guidelines.

7.14 Recruitment and Retention Premia

Recruitment and retention premia are additions to the salary of a post or group of posts where the Trust would find it difficult to recruit candidates with the required

Issue Date: 6 th July 2016	Page 24 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

skills and/or experience for the post. This additional payment may also apply for the retention of skilled staff.

This premia is paid in circumstances where market pressures lead to difficulty in recruiting to certain posts within the trust or where the skills required are more commonly associated with the private sector and therefore, it can be a highly competitive employment market.

If Recruiting Managers are finding it difficult to recruit, they should contact the Recruitment and Employment Services Manager who will provide advice.

In some circumstances, it may be necessary to apply Recruitment and Retention Premia to a post. A written business case must be made to the Director of Workforce and Organisational Development, who will present at Senior Management Team Meetings where a decision will be made as to the validity and amount of the premia.

7.15 Employment Checks & Risk Assessment

The Trust recognises the importance of employment checks and is committed to ensuring that only individuals who have been subject to appropriate employment checks in line with the NHS employment check standards are appointed. Refer to the Employment Checks Policy for further details.

Recruiting Managers are not permitted to commence an individual in post prior to confirmation from the Resourcing and Information Services Team that all employment checks have been completed and these have been approved as satisfactory.

It is the responsibility of the Recruiting Manager and the successful candidate to ensure employment checks are completed as soon as possible and support the Resourcing and Information Services Team with this process.

Issue Date: 6 th July 2016	Page 25 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

The Resourcing and Information Services Team will make every effort to ensure employment checks are completed in a timely and efficient manner however there may be exceptional circumstances, due to service need that it may be necessary for an individual to commence prior to the completion of all employment checks. On occasions whereby this is being considered, the Recruiting Manager must contact the Resourcing and Information Services Team immediately and follow the employment check risk assessment process. The Recruiting Manager will be required to take accountability and responsibility of any risks associated and will only be able to agree a start date upon a fully approved employment check risk assessment.

7.16 Fit and Proper Persons

Appointments to Executive Director level posts will need to meet the requirements of the fit and proper persons' regulations in line with the Health and Social Care Act (2008) and Care Quality Commission, in addition to employment checks in line with the NHS Employment Standards.

Appointments of such should be discussed with the Recruitment and Employment Services Manager and the Trust standard operating procedure followed.

7.17 Withdrawal of a Conditional Offer

In line with the Employment Checks Policy, any employment checks which prove unsatisfactory may lead to the conditional offer of employment/ bank worker agreement being withdrawn and further action taken as necessary. Appropriate advice regarding this should be sought from the Resourcing and Information Services Team.

The Trust reserves the right to withdraw a conditional offer of employment/ bank worker agreement if the Resourcing and Information Services Team do not hear

Issue Date: 6 th July 2016	Page 26 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

from the successful candidate and/ or the employment checks are not completed within reasonable timescales.

7.18 Ad-Hoc Recruitment

There may be occasions whereby an appointment is required to be made, which has not followed the normal recruitment process. This should be in exceptional circumstances only, for example service need as the post is business critical and/ or difficult to recruit e.g. on the shortage occupational list. This will need to be discussed with the Workforce and Organisational Development Directorate, where the full process and documentation can be obtained. Where a decision has been made not to observe the normal recruitment process the respective manager will be expected to follow the Ad-Hoc recruitment process fully and take accountability of the risks associated.

7.19 Confidentiality

It is essential that all staff involved at any stage of the recruitment and selection process treat information on applicants as strictly confidential and in line with The Clatterbridge Cancer Centre Confidentiality Code of Practice.

It is the responsibility of the chair of the panel to ensure that copies of applicants details are stored securely and confidentially whilst in their possession. At the conclusion of the selection process, the panel should ensure that all documents relating to a particular appointment are returned to the Recruiting Manager to store and process in accordance with the Data Protection Act 1998. This includes returning panel packs, questions asked at interview, presentation details and notes taken for each candidate interviewed. This documentation should be kept for a minimum of 13 months following the recruitment episode. All documentation for the successful candidate should be returned to the Resourcing and Information Team to be retained on file.

Issue Date: 6 th July 2016	Page 27 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

8.0 Training

All Recruiting Managers will receive training in relation to Recruitment and Selection. The Resourcing and Information Team will communicate with Recruiting Managers and Managers in relation to the requirements and their responsibilities within this policy and the recruitment and selection toolkit.

9.0 Audit

The Recruitment and Employment Services Manager will be responsible for monitoring compliance of this policy and the development and implementation of action plans to rectify non-compliance with this policy.

Where non-compliance is identified action plans will be developed by the lead assigned to each section and progress against the action plan will be presented to the identified monitoring committee until the issue is resolved.

10.0 References

- Recruitment and Selection Toolkit
- NHS Constitution
- NHS Employment Check Standards

11.0 Appendices

Appendix 1 Recruitment and Selection Process

Issue Date: 6 th July 2016	Page 28 of 30	Filename: PHRORECRU	Issue No: 1.0
Author: Colette Parkinson	Authorised by: Integrated Governance Committee		Copy No:

Appendix 1 Recruitment and Selection Process

Identify a Vacancy

Manager to determine the position in line with section 7.3 of this policy and with relevant approval from General Manager/ Senior Manager/ Director.



Vacancy Authorisation

The budget holder is required to complete Vacancy Authorisation Form and follow Vacancy Authorisation Process in line with section 7.4 of this policy. If this is a new post, the Manager will be required to complete an ESR Position Number Request Form to obtain an ESR Position Number, prior to commencing the Vacancy Authorisation process.



Advertisement

Upon receipt of the authorised Vacancy Authorisation, the Resourcing and Information Services (RIS) Team will be in contact with the budget holder to request the Job Description, Person Specification and Recruitment Request Form. At this stage the budget holder may give authority to a Trust approved Recruiting Manager to recruit on their behalf.

If the Recruiting Manager is aware that the vacancy is difficult to recruit to role, it may be advisable to advertise using external publications. As this process uses external agencies the Recruiting Manager needs to be aware that this may delay the advertisement going live and will result in additional cost to the budget holder.

Upon receipt of fully compliant documentation the RIS Team will advertise the post in line with section 7.6 of this policy, on NHS Jobs and inform the Recruiting Manager.



Monitoring

Once the advert is live on NHS Jobs, the RIS Team will send email notification to the Recruiting Manager to inform them of the details. It is recommended that the Recruiting Manager monitors applications received on NHS Jobs throughout the advertisement using the guidance supplied.



Shortlisting

Once the advertisement has closed, the RIS Team will notify the Recruiting Manager and additional reviewers that the applications are available for shortlisting and will include guidance for the next step of the process.

The Recruiting Manager is required to complete the shortlisting process in line with section 7.11.1 of this policy, on NHS Jobs, ensuring justification for shortlisting and rejecting applicants.



Organising the Assessment and Selection Process

Once the shortlisting has been finalised, the Recruitment Manager is responsible for deciding the most appropriate selection process for the position in line with section 7.11.2 of this policy, ensuring the necessary skills, knowledge, experience and Trust values and behaviours are assessed.

The Recruiting Manager is required to complete the Interview/ Assessment Details Form and return to the RIS Team, to enable the shortlisted candidates to be invited accordingly to the interview/ assessment by the RIS Team.



Preparing for the Interview/ Assessment

Once the invitations to interview/ assessment have been sent to the shortlisted candidates, the Recruiting Manager will be required to prepare for the interview/ assessment in line with section 7.11.2 of this policy.

The RIS Team will provide the interview pack to the Recruiting Manager approximately two days prior to interview which includes links to required guidance for interview/ assessment and next steps. The Recruiting Manager must ensure they provide all interview panel members with the relevant documentation/ information required for the interview/ assessments.



Following Interview/ Assessment

Once all the interviews/ assessments are completed, the panel will discuss and decide upon the successful candidate(s), using results of tests, exercises and assessment tools available to aid/ support the panel with the decision.

The successful candidate(s) should be contacted within agreed timescales and a verbal conditional offer should be made subject to satisfactory completion of employment checks.

The Recruiting Manager is responsible for the completion of the Successful Candidate Form etc. and forwarding the relevant information/ documentation to the RIS Team.



Unsuccessful Candidates

The Recruiting Manager is responsible for ensuring unsuccessful candidates are notified verbally, as soon as possible, on the same day if possible or in line with the timescales discussed, by a member of the assessment panel. It is the Recruiting Managers responsibility to provide factual, objective and constructive feedback where requested to those candidates who have been unsuccessful at assessment.



Offer Letter

Upon receipt of all necessary and fully compliant successful candidate documentation the RIS Team will issue a conditional offer letter via email. Employment checks will commence and the successful candidate will be required to contact the RIS Team and make the appropriate recruitment appointment to support with the completion of employment checks.



Employment Checks

Employment checks will be completed in line with Trust policy and the NHS Employment Check Standards. Upon completion of all required employment checks the RIS Team will notify the Recruiting Manager. The Recruiting Manager will be requested to review the references and upon approval of employment checks contact the candidate to arrange a suitable start date.



Start Date

The Recruiting Manager is required to inform the RIS Team of the agreed start date in order for the payroll system to be updated. The RIS Team will notify the L&D Team of the appointment in order for arrangements to be made for corporate induction and mandatory training. The contract of employment will be issued by the RIS Team within eight weeks of the start date.



Local Induction

The Recruiting Manager is responsible for organising role specific training, organising IT access and training and organising the local induction.