

Recruitment Policy

V14.0

June 2015

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1. Introduction

1.1. The recruitment and selection of staff within the NHS is one of the most important activities carried out by Managers to ensure the provision of high quality patient care.

1.2. As the recruitment process is often the first experience a potential employee has of the organisation it is important that the process is as professional as possible and promotes a positive image of the organisation and we are recognised as an employer of choice.

1.3. The Trust aims to maintain a workforce that is highly skilled, competent and flexible and puts the patient at the centre of maintaining and developing high quality, cost effective health services. Therefore, it is essential that the Trust recruits the right staff with the necessary skills to meet the needs of the post and organisation and have the potential to grow with the Trust.

1.4. This version supersedes any previous versions of this document.

2. Purpose of this Policy/Procedure

2.1. This document outlines the recruitment process for managers within Royal Cornwall Hospitals NHS Trust. Its objective is to promote good and consistent human resources practices, in line with current legislation and the NHS Employment Check Standards and aims to eliminate unfair and unlawful discrimination and to ensure that equal opportunities are promoted throughout the Trust.

2.2. The Trust is committed to the code of practice for the international recruitment of healthcare professionals. The Trust does not actively recruit healthcare professionals from developing countries.

3. Scope

This policy applies to any member of staff involved in the recruitment process unless covered separately by a local agreement.

4. Definitions / Glossary

HOR	– Head of Resourcing
RM	– Recruiting Manager
RT	– Recruitment team, inclusive of Medical Staffing
AFC	– Agenda for Change
DGM	– Divisional General Manager
KSF	– Knowledge and Skills Framework
EVRG	– Executive Vacancy Review Group
RCR	– Royal College Representative
NED	– Non Executive Director
DD	– Divisional Director
SL	– Specialty Lead
DBS	– Disclosure Barring Service
EDBS	– Electronic Disclosure Barring Service

RLMT – Resident Labour Market Test this ensures that no suitably qualified resident worker is displaced by a migrant worker.

The RLMT can be met by advertising the vacancy. All vacancies must be advertised to resident workers for 28 calendar days by either:

1. advertising the vacancy for a single continuous period with a minimum closing date of 28 calendar days from the date the advertisement first appeared
2. advertising the vacancy in two stages, where each stage lasts no less than seven calendar days and where both stages added together total a minimum of 28 calendar days.

If no suitable resident worker is identified, the RLMT has been completed and a Tier 2 overseas worker can be appointed.

5. Ownership and Responsibilities

5.1. The **Head of Resourcing (HOR)** is responsible for overseeing the Trust's recruitment administration processes and ensuring adherence to this procedure.

5.2. The **Recruiting Manager (RM)** is responsible for evaluating the need, completing recruitment documentation and working with the RT and HRBP's during the advertising/search and selection processes to recruit and retain high quality staff.

5.3. The **Recruitment Team, including Medical Staffing, (RT)** are responsible for providing first line advice for managers on the recruitment administration process and to transact the documentation that supports the recruitment administration process.

6. Standards and Practice

6.1. *The Recruitment Process*

The Trust recruitment processes have been separated into the following steps:

- **Identify a need**
- **Preparation and initial documentation**
- **Advertise a Vacancy**
- **Short-listing**
- **Arranging and conducting interviewing**
- **Post Interview**
- **First working day and induction**

6.2. *Identification of a need or vacancy*

6.2.1. A vacancy may occur for a variety of reasons, including, workforce planning, organisational change, resignation, retirement or termination of employment and leave of absence.

6.2.2. On receipt of a letter of resignation, a letter of termination should be sent to individual leaving and an exit interview should be conducted.

6.2.3. A vacancy creates an opportunity to reconsider the overall functions and structure of a division/department. The recruitment and selection process should not commence until a full evaluation of the need for the role against the following has been completed:

- the strategic aims of the Trust/Division/Department
- any foreseeable changes that might impact on the role or the area
- budget
- current staff structure and skills
- any relevant exit interviews information

Consideration should then be given to:

- is the post still required in the current form?
- what is the purpose of the post?
- does the vacancy need to be filled, if so at what band/grade and hours?
- can the duties be adjusted or allocated to someone else?
- will future changes require different skills?
- can the post be filled on a temporary or part time basis?

6.3. Redeployment

As part of this authorisation process, the vacancy will be checked against the Trust's redeployment register to see if it could be suitable for any staff members seeking redeployment. If this is the case, the staff member(s) seeking redeployment will be given priority for the vacancy over other candidates, and the RM will be contacted by Human Resources to advise them in relation to considering candidates identified through the redeployment register.

6.4. Flexible Working

6.4.1. The Trust is committed to attracting and retaining skilled and motivated staff and utilising their talent and experience to provide a 24/7, 365 day service to patients and the public. As such, it employs staff in a variety of working arrangements in order to meet the demands of front line services as well as in administrative, development and support functions.

6.4.2. It recognises the importance of helping staff balance their work and home life and, managers are encouraged to review all vacant posts to consider whether its possible to offer flexible working arrangements recognising that staffing levels must, at all times, remain in line with the demands of the service. For further advice and information please refer to the Trust policy on Flexible Working and Work Life Balance, a copy of which is available on the HR section of the document library or speak with your divisional HR Practitioner.

6.5. Doctors in Training

6.5.1. As a training hospital we have doctors rotating through the hospital on an annual basis. These doctors are not recruited through the hospital they are recruited by the Peninsula Deanery who follow the national procedure for recruiting Doctors in Training.

6.5.2. On receipt of confirmed Doctors assigned to The Royal Cornwall Hospital, the RT will complete all required pre-employment checks in line with the NHS Employment Checks Standards.

6.6. Preparation and Initial Documentation

6.6.1. An authorised vacancy can only be advertised when the following documents are completed electronically and sent to your RT contact by the RM:

- **Request to recruit form completed by all appropriate authorisation**
(Authorisation could include the Vacancy Review Group (VRG), Executive Vacancy Review Group (EVRG) or the Royal College for final authorisation if applicable)
- **Standard job pack template, containing an advert, job description and person specification**
- **Knowledge and skills framework if appropriate**

6.6.2. The RM is responsible for creating and amending the job description and person specification which needs to be submitted to the RT using the Trust's template.

6.6.3. Where possible, new and changed roles should be based on one of the existing job descriptions that have already been formally banded by the Trust's AFC panels. If it is decided that no changes are required to a role that has previously been banded then the post can be advertised in line with this policy.

6.6.4. If any amendments are made to a job description or person specification they will need to be discussed with a member of the divisional HR practitioner team. If it is decided the changes do not include a significant or tangible change the RM may continue with the recruiting process. If they do, consideration will be given as to whether the post can be benchmarked against a previously banded role. Benchmarking should be undertaken prior to continuing with the recruitment process.

6.6.5. Job descriptions which cannot be benchmarked must be submitted to a full AFC job matching panel. Job matching should be undertaken prior to continuing with the recruitment process. Further information regarding the process is available from the Trust's Job Matching Policy, a copy of which is available from the HR Folder on the DL library.

6.6.6. The RT will liaise with the RM's to plan their recruitment campaign in line with the Trust's agreed pathway. This will include discussions on carrying out the recruitment planning and agreeing the recruitment schedule as well as, closing dates, interview dates and selection methods.

6.7. Advertising

6.7.1. All vacancies will be advertised externally on NHS Jobs by the RT unless there is :

- an agreed pathway of development that has been equality impact assessed

- members of staff require redeployment on the grounds of ill health or organisational change.

6.7.2. The RT will produce a vacancy bulletin and display this on the Trust's recruitment notice boards throughout the hospitals.

6.7.3. If a targeted advertising campaign is required, the RT will liaise with the Trust's advertising agents to produce a cost effective campaign supported by the RM's budget. This will only be considered where incurring additional costs is given appropriate authorisation and budget approval.

6.7.4. Each advert will contain a statement that the Trust actively promotes equality of opportunity for all and welcomes applications from any candidates with the right mix of talent, skills and potential.

6.7.5. If an identical post has been advertised within the previous three months and interviews have been held, it is permissible to offer the position to one of the other interviewed candidates subject to them meeting the RM's needs and NHS Employment Check standards.

6.7.6. All applications for the vacancies will be submitted via NHS Jobs. Paper copies of applications will be available for individuals who are not able to apply on-line. C.V's will not be accepted instead of an application form.

6.7.7. The closing date for applications will normally be two weeks to comply with the RLMT. Where vacancies are advertised internally, the closing date for applications will normally be one week. All adverts will have an informal discussion contact name and telephone number for potential candidates to contact and where possible advertised interview dates.

6.7.8. Late applications may be accepted but only at the discretion of the RM.

6.8. Shortlisting

6.8.1. Once the vacancy has been loaded onto the NHS Jobs system and is live, the RM can access the system and begin to review applications and score them accordingly. Any additional paper work will be e-mailed to the RM.

6.8.2. RM's will complete shortlisting online via NHS jobs within five working days of the closing date.

6.8.3. To ensure equality at the shortlisting stage the system will not allow the personal data of the candidates to be viewed. NHS jobs will allocate each application an individual reference number commencing AR and this number will follow the application through the entire process.

6.8.4. For best recruitment practice at least two members of the interview panel should be included in the short-listing process. In the event of medical staffing short-listing must be carried out by the medically qualified members of the interview panel.

6.8.5. Applications must be considered against the essential and desirable criteria as laid out within the job description and person specification.

6.8.6. If there are a large number of applications which meet the essential criteria the desirable criteria will be used to shortlist further.

6.8.7. The RT will highlight to the RM any applications that are received that indicate the applicant considers themselves disabled. Applicants applying under the Disability Guaranteed Interview Scheme who meet the essential criteria of the post will be offered an interview.

6.8.8. Applicants not matching the essential criteria will not be shortlisted.

6.8.9. The RM must ensure that the reasons for shortlisting or not shortlisting a candidate are clearly recorded on NHS jobs. Any additional short-listing notes need to be kept by the RM to provide evidence to justify selection decisions should they be challenged.

6.8.10. Details of enquiries from suitable candidates will be retained for future reference on the Trust's database in accordance with Trust policy and the Data Protection Act (1998) as amended. Information on candidates will be disposed of appropriately and in accordance with the Trust's Corporate Retention Schedule, a copy of which is available on the Trust's documents library.

6.9. Arranging and Conducting Interviews

6.9.1. The Trust expects the highest standard of performance from all its employees. During the selection process every effort will be made to ensure existing and potential employees fully understand the requirements of their employment.

6.9.2. The person who is nominated to chair the interview panel must be clearly identified. It is the responsibility of the Chair to ensure that a minimum of one member of the interview panel has attended a Recruitment and Selection training course delivered by the Trust's Learning and Development team.

6.9.3. The Chair is also responsible for all arrangements for interviewing, inclusive of:

- arranging an interview panel (medical staffing will support interview panels for consultant and ensure they are properly constituted Advisory Appointment Panels)
- providing a suitable environment, refreshments and any equipment that is required
- making reasonable adjustments for interview as necessary
- creating criteria and value based competency interview questions
- preparing assessments.

6.9.4. RM's will email or message via NHS jobs the RT with details of the interviews and the RT will contact candidates for interview via NHS jobs.

6.9.5. Interviews should be conducted within ten working days of short-listing. Best practice dictates that candidates should receive at least five working days' notice of the interview date.

6.9.6. Candidates invited for interview are required to produce documentation that satisfies the NHS Employment Standards checks.

6.9.7. The RT will prepare the documentation and email to the Chair of the interview panel the following:

- adverts, job descriptions & person specifications for the vacancies
- copies of full application forms for short-listed candidates
- current salary scales
- **chair of interview pack (available via the HR webpage) which contains:**
 - information on employment checks
 - offer of appointment form
 - interview record form
 - candidate checklist
 - reference guidance notes

6.9.8. An updated interview schedule can be accessed by RMs via NHS Jobs 2.

6.9.9. Selection will be based on agreed, competencies for the role, job descriptions and person specifications. Recruitment and selection must be conducted as an evidence-based process and candidates should be assessed against agreed selection criteria, based on relevant knowledge, skills, competencies, Trust values, experience and qualifications to perform the role.

6.9.10. At interview panel members should record candidate's responses to the planned questions on an interview record form and clearly score them. The panel should be careful not to ask questions which may be considered directly or indirectly discriminatory.

6.9.11. The RM is responsible for deciding the most appropriate selection process for the role. An interview is normally the minimum selection method; however, it is recommended that consideration be given to incorporating multiple selection methods into the recruitment process.

These may include:

- individual interviews;
- written exercises;
- presentations;
- simulations and mock environment assessments
- aptitude/ability tests;
- visits to work locations;
- group exercises;
- observations.

6.9.12. Following the interviews the panel should add up their scores for each of the candidates and discuss which individual they feel is the most suitable for

the role. If the decision is between candidates who scored identically at interview, or if the interview panel do not select the highest scoring candidate then clear reasons for this decision should be recorded on the interview record form, as this decision could be challenged by the candidate.

6.9.13. If the panel chooses not to appoint any of the candidates then consideration should be given to amending the job description, person specification, hours or location of the role, or the way in which the job was advertised in order to attract candidates who may be suitable for the role.

6.9.14. If the panel is unable to decide between applicants then consideration should be given to holding second interviews.

6.10. Employment Checks

6.10.1. At interview candidates will be asked to provide the following documentation which will need to be verified and copied by the RM:

- ID check
- relevant Qualifications
- relevant memberships or registration
- proof of the right to work in the UK
- relevant declarations are completed
- appropriate references (must include most recent employer and cover a three year period)

Note: The above checks are in line with the NHS Employment Check Standards are mandated by Department of Health policy. These standards apply to permanent staff, staff on fixed-term or temporary contracts, volunteers, students, trainees, contractors and agency staff.

6.10.2. Interview panel members must bear in mind that under the Data Protection Act candidates have the right to see all interview notes. This information is maintained within the recruitment department for a period of 12 months.

6.10.3. Once a decision has been made by the panel, both the successful and unsuccessful candidates should be notified by the RM, usually by telephone, of the outcome and offered positive feedback on their performance at interview. The successful candidate should be verbally offered the position conditionally, subject to satisfactory pre-employment checks and provisional start dates and salary should be discussed in line with the Trust's Starting Salaries Policy, a copy of which is accessible via the HR section of the Trust's document Library. If the successful candidate has previous relevant experience an 'Authorisation of Previous Experience Form' must be completed, authorised and received by payroll.

6.10.4. If a candidate has declared they require reasonable adjustments to be made to carry out the role offered to them and the RM requires advice on what is available to support the candidate, this advice is available from Occupational Health.

6.10.5. If candidates have been unsuccessful RM's may wish to consider supporting their application to join Kernowflex. To enable this please clearly mark "refer to Kernowflex" across the top of the candidate's application form and recruitment documentation and return to the RT. The RT will contact the candidates to offer further information about Kernowflex and opportunities.

6.11. Post Interview

6.11.1. The Chair of the panel must ensure all relevant interview paperwork is completed and returned to the RT and inform the RT of preferred candidate via an offer of appointment form.

6.11.2. On receipt of an offer of appointment form the successful candidate will be sent a conditional offer letter with a request to complete any additional NHS Employment Check Standards, inclusive of an occupational health check and a DBS where appropriate.

6.11.3. Where a DBS is appropriate the RM will complete an online application form via EDBS using documentation collated via the interview process.

Important note: Indicative start dates must be amended if pre-employment checks are not completed. Candidates must not commence employment before all checks are complete and satisfactory. In exceptional circumstances a candidate can commence work pending the return of some statutory employment checks but the RM will complete a risk assessment and seek appropriate authorisation for working outside the regulated process.

6.11.4. If unsatisfactory pre-employment checks are received the offer of appointment can be withdrawn. Where non disclosed disclosures are identified please contact your divisional HR practitioner to discuss potential risks before making a withdrawal of an offer.

6.11.5. The RM is responsible for obtaining satisfactory pre-employment checks. On receipt of all satisfactory appropriate pre-employment checks the RT will issue an unconditional offer and relevant contractual paperwork. This letter will contain the confirmed start date and induction date.

6.11.6. On completion of the recruitment cycle the RT will send the successful candidate's personnel file to the RM.

6.12. First Working Day and Induction

6.12.1. New starters to the Trust must undertake Corporate Induction, this will commence on their first working day. The RT will register any new starters onto Corporate Induction via NLMS.

6.12.2. In advance of the appointee's first day in the role, the RM is responsible for arranging a local induction.

7. Dissemination and Implementation

7.1. This policy will be disseminated to all Trust staff members via the Document Library.

7.2. This policy will be available on the recruitment intranet site.

7.3. The Recruitment Team will ensure that there are robust arrangements in place to disseminate this policy to all staff members involved in a recruitment process.

7.4. The Trust Learning and Development department will deliver the training.

8. Monitoring compliance and effectiveness

Element to be monitored	Compliance with pre-employment checks
Lead	Resourcing Services Team
Tool	Internal central log and recruitment checklist Recruitment activity compliance report to demonstrate pre-employment checks are in place, where required for all activity during the quarter. Departmental “spot checks” will be undertaken each quarter to monitor compliance of the guide. Six files per quarter will be checked for compliance with the policy from request to recruit stage to completion of offer paperwork.
Frequency	Quarterly recruitment activity reports produced. Quarterly “spot checks” undertaken
Reporting arrangements	Weekly recruitment activity report sent to Executive team and SMT demonstrating starters, leavers and new vacancies. Equality will be reported to Equality, Inclusion and Human Rights group on quarterly basis. Non-compliance will be discussed and monitored during weekly Recruitment Team meetings; actions will be agreed and will be clearly recorded and escalated appropriately.
Acting on recommendations and Lead(s)	Director of HR and OD
Change in practice and lessons to be shared	Required changes to practice will be identified and actioned within three months. A lead member of the team will be identified to take each change forward where appropriate. Lessons will be shared with all the relevant stakeholders

9. Updating and Review

9.1. This policy will be reviewed by the Head of Resourcing no less than every three years unless an earlier review is required.

9.2. Revisions can be made ahead of the review date when the procedural document requires updating. Where the revisions are significant and the overall policy is changed, the author should ensure the revised document is taken through the standard consultation, approval and dissemination processes.

9.3. Where the revisions are minor, e.g. amended job titles or changes in the

organisational structure, approval can be sought from the Executive Director responsible for signatory approval, and can be re-published accordingly without having gone through the full consultation and ratification process.

9.4. Any revision activity is to be recorded in the Version Control Table as part of the document control process.

10. Equality and Diversity

10.1. General Statement

This document complies with the Royal Cornwall Hospitals NHS Trust service Equality and Diversity statement which can be found in the ['Equality, Diversity & Human Rights Policy'](#) or the [Equality and Diversity website](#).

10.2. Equality Impact Assessment

The Initial Equality Impact Assessment Screening Form is at Appendix 2.

Appendix 1. Governance Information

Document Title	Recruitment Policy			
Date Issued/Approved:	November 2010 (v12)			
Date Valid From:	30 June 2015			
Date Valid To:	29 June 2018			
Directorate / Department responsible (author/owner):	Cath Crofts, Head of Resourcing Leanne Randall, Deputy Recruitment Services Manager			
Contact details:	01872 252479			
Brief summary of contents	A guide for managers on the recruitment process			
Suggested Keywords:	Recruitment, selection, interview, appointment			
Target Audience	RCHT	PCH	CFT	KCCG
	✓			
Executive Director responsible for Policy:	Director of HR and Organisational Development			
Date revised:	June 2015			
This document replaces (exact title of previous version):	User Guide for Recruiting Staff			
Approval route (names of committees)/consultation:	JCNC			
Divisional Manager confirming approval processes	Deputy Director of Human Resources and Organisational Development			
Signature of Executive Director giving approval	Original copy signed			
Signature of Chair of JCNC or nominated deputy	Original copy signed			
Publication Location (refer to Policy on Policies – Approvals and Ratification):	Internet & Intranet	✓	Intranet Only	
Document Library Folder/Sub Folder	Human Resources			
Links to key external standards	- NHSLA Standard 1.10 - Care Quality Commission Regulation 19			

Related Documents:	• Disclosure and Barring Checks Policy • NHS Employers Employment Check Standards 2013 (as amended) • Employment Rights Act 1996 (as amended) • Equality Act 2010 • Employees (Protection from less favourable treatment) Regulations 2002 • Working Time Regulations 1998 (as amended) • Code of Practice for the International Recruitment of Healthcare Professionals (Department of Health 2004) • Management of Corporate and Local Induction • Arrangements for Bank, Locum, Agency and Temporary workers • Professional Registration Policy • Right to Work Policy (Prevention of Illegal Working) - formerly Employment of Overseas Employees • Flexible Working and Work Life Balance Policy • Job Matching Policy • Starting Salaries Policy • Additional Employment Policy • Working Time Regulations Policy • Medical and Dental Terms and Conditions of service
Training Need Identified?	The Recruitment and Selection Study Day

Version Control Table

Date	Version No	Summary of Changes	Changes Made by (Name and Job Title)
	V11 and prior	Amendment information not available	
16.11.10	V12	Final amendments approved; EIA Completed; document published	Cath Crofts Recruitment Services Manager
07.04.11	V13	Additional information added relating to receipt of unsuccessful pre-employment checks	Cath Crofts Recruitment Services Manager
27.05.11	V13.1	Revised template	Cath Crofts Recruitment Services Manager
12.12.11	V13.2	Incorporated process for medical staffing recruitment and additional information relating to right to work checks	Ann Livermore, Medical Staffing Advisor and Cath Crofts

1.06.15	V14	Updates in line with legislation and NHS Employment Check Standards	Cath Crofts Head of Resourcing & Leanne Randall, Deputy
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All or part of this document can be released under the Freedom of Information Act 2000

This document is to be retained for 10 years from the date of expiry.

This document is only valid on the day of printing

Controlled Document

This document has been created following the Royal Cornwall Hospitals NHS Trust Policy on Document Production. It should not be altered in any way without the express permission of the author or their Line Manager.

Appendix 2. Initial Equality Impact Assessment Form

Name of the strategy / policy / proposal / service function to be assessed (hereafter referred to as <i>policy</i>) (Provide brief description):	
Directorate and service area: HR	Is this a new or existing Policy? Existing
Name of individual completing assessment: Leanne Randall	Telephone: 01872 252479
1. Policy Aim* Who is the strategy / policy / proposal / service function aimed at?	To advise recruiting managers on the recruitment and selection process.
2. Policy Objectives*	To recruit and retain to right skill mix of people to meet organisational objectives in and fair and equal way in line with employment law.
3. Policy – intended Outcomes*	To advise managers of best practice for recruitment and selection, employment law and raise awareness of equality and diversity.
4. *How will you measure the outcome?	Audit stages of the process to ensure compliance.
5. Who is intended to benefit from the policy?	Recruitment managers
6a) Is consultation required with the workforce, equality groups, local interest groups etc. around this policy?	Yes
b) If yes, have these *groups been consulted?	Yes
C). Please list any groups who have been consulted about this procedure.	JCNC/JLNC

7. The Impact			
Please complete the following table.			
Are there concerns that the policy could have differential impact on:			
Equality Strands:	Yes	No	Rationale for Assessment / Existing Evidence
Age		✓	
Sex (male, female, trans-gender / gender reassignment)	✓		A genuine occupational requirement may require a particular gender for a specific job role. This would not constitute unlawful discrimination.

Race / Ethnic communities /groups		✓	
Disability - Learning disability, physical disability, sensory impairment and mental health problems		✓	The Trust is a 'Positive about being Disabled' employer and applicants applying under the Disability Guaranteed Interview Scheme who meet the essential criteria of the post will be offered an interview.
Religion / other beliefs		✓	
Marriage and civil partnership		✓	
Pregnancy and maternity		✓	
Sexual Orientation, Bisexual, Gay, heterosexual, Lesbian		✓	
You will need to continue to a full Equality Impact Assessment if the following have been highlighted: • You have ticked "Yes" in any column above and • No consultation or evidence of there being consultation- this <u>excludes</u> any <i>policies</i> which have been identified as not requiring consultation. or • Major service redesign or development			
8. Please indicate if a full equality analysis is recommended.		Yes	No ✓
9. If you are not recommending a Full Impact assessment please explain why.			
Signature of policy developer / lead manager / director		Date of completion and submission	
Names and signatures of members carrying out the Screening Assessment		1. Cath Crofts 2.	

Keep one copy and send a copy to the Human Rights, Equality and Inclusion Lead,
 c/o Royal Cornwall Hospitals NHS Trust, Human Resources Department, Knowledge Spa,
 Truro, Cornwall, TR1 3HD

A summary of the results will be published on the Trust's web site.

Signed ____ Cath Crofts _____

Date ____ 1st June 2015 _____