

Recruitment & Selection Policy

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Status	LIVE		
Target Audience- who does the document apply to and <u>who should be using it.</u> - The target audience has the responsibility to ensure their compliance with this document by:	All employees directly employed by the Trust, whether permanent, part-time or temporary (including fixed-term contract). It applies equally to all others working for the Trust, including private-sector, voluntary-sector, bank, agency, locum, and secondees. For simplicity, they are referred to as 'employees' throughout this policy		
Accountable Director	Director of Human Resources (HR)		
Author/originator – Any Comments on this document should be addressed to the author	Head of Recruitment		
Division and Department	Corporate Services, Recruitment		
Implementation Lead	Head of Recruitment		
If developed in partnership with another agency ratification details of the relevant agency	NA		
Regulatory Position			
Review period. This document will be fully reviewed every three years in accordance with the Trust's agreed process for reviewing Trust -wide documents. Changes in practice, to statutory requirements, revised professional or clinical standards and/or local/national directives are to be made as and when the change is identified.			

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1 Introduction & Purpose

1.1 Introduction & Purpose

This document sets out the Great Western Hospitals NHS Foundation Trust's (the Trust) policy on Recruitment and Selection. The Trust recognises that in order to achieve its vision of providing high quality care to its patients the Trust need to recruit exceptional candidates who demonstrate its **Service, Teamwork, Ambition and Respect (STAR)** values. The Trusts employees are the people who define whether the Trust will achieve its vision, they are its greatest asset and the strongest ambassadors for what the Trust is trying to achieve. Recruitment is the process of having the right person, in the right place, at the right time and the Trust is committed to achieving this.

This policy applies to the recruitment and selection of all employees irrespective of whether their contract is temporary, fixed term or permanent. The policy will be made available to all employees and applies to both internal and external recruitment. The policy also applies to recruitment and selection of contractors for contracts for services and volunteers.

This policy seeks to ensure that the best candidate is chosen for each job and that the process is timely and efficient.

1.2 Glossary/Definitions

The following terms and acronyms are used within the document:

E applications	On line application submitted through NHS Jobs.
Expression of Interest	Advertising a vacancy to a designated internal pool of staff using the 'Expression of Interest' template.
GWH	Great Western Hospital
HR	Human Resources
NHS	National Health Service
RAP	Recruitment Authorisation Panel
STAR	S ervice, T eamwork, A mbition and R espect
UK	United Kingdom
VRP	Vacancy Review Panel

2 Main Policy Content Details

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 employees and lower rates of absenteeism. The Trust is committed to attracting and retaining the best people into the right roles at the right time and recognises that the recruitment and selection practices in use must be robust enough to ensure all candidates are safe, qualified and physically able to undertake their role. The Trust is committed to recruiting exceptional candidates who demonstrate its STAR values as the Trusts employees are the strongest ambassadors for what it is trying to achieve. This recruitment selection policy sets out and supports these principles.

2.1 Objectives

The objectives of this policy are to;

- Recruit and retain skilled people to enable the Trust to achieve its aims and values.
- Provide advice and guidance for all managers involved in the recruitment of employees.

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Recruitment & Selection Policy

- Promote the Trust as an employer of choice.
- Set out a systematic framework to promote objective, fair and transparent recruitment practices throughout the Trust.
- Ensure effective and efficient recruitment practices that are cost effective and improve retention.
- Ensure that the recruitment and selection procedure promotes a positive image of the organisation.
- Ensure recruiting managers are competent to fulfil their obligations within the policy.

2.2 Process

The Recruitment and Selection process has been split into eight steps;



2.3 Analysis

When a manager identifies a requirement for a new post or a replacement post within their department they will begin by analysing their requirements. The manager will consider the content and purpose of the job, what the required outputs are and how that fits with the organisations structure. Once the line manager has considered all of the above and decides that the post is required, the approval process needs to be completed.

2.4 Approval

The Recruiting Manager will complete the appropriate recruitment authorisation form and gain approval from the Recruitment Authorisation Panel (RAP) (following the Divisional local procedure). The recruitment authorisation form must be submitted with a copy of the Job Description and Person Specification for the role and also a copy of the organisation chart for the department. Approval needs to be secured from a Divisional representative (usually Divisional or Deputy Divisional Director), the Divisional Human Resources (HR) and Finance Business Partners.

Additional approval needs to be secured for specific types of vacancies via the Vacancy Review Panel (VRP). All administration and clerical vacancies and all clinical vacancies Band 8a and above

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need to be approved at VRP with the exception of Level 2 admin apprentices before the recruitment process can commence. Once a position has been approved at RAP, all the RAP paperwork and the VRP submission form needs to be sent to HR for inclusion at the next VRP. Recruiting Managers are then required to attend the VRP meeting to discuss their vacancy.

2.5 Advertising

Once approval has been gained, the Recruitment Team will be provided with the RAP form which includes the advert text, job description and person specification for that role. These details will then be uploaded to NHS Jobs for advertisement. All vacancies must be advertised on NHS Jobs for a suitable period of time. Managers are able to advertise in external publications in order to reach a larger talent pool; in order to do this the manager should contact the Recruitment Team. The Recruitment Team will also utilise social media platforms to advertise vacancies where appropriate. In exceptional circumstances the job can be advertised internally through an Expression of Interest in agreed criteria.

2.6 Expression of Interest

As per section 2.5, the Recruiting Manager may request in exceptional circumstances to advertise a role internally and without placing on NHS Jobs website. In these circumstances, the Recruiting Manager should advertise the vacant role using an 'Expression of Interest' template, ensuring that they communicate the opportunity to as wide a field of interested and relevant graded employees as possible. In this way mitigating the risk that an interested party does not have the opportunity to apply for the role as a result of insufficient communication.

Recruiting Manager can use the 'Expression of Interest' form held in the Human Resources Recruitment toolkit on the intranet and using the correct template will mitigate the risk of raised but the interested party must be aware of the risk of an application being lost if it is not formalised on the appropriate form.

2.7 Short Listing

Once the advertisement has closed on NHS Jobs, the Recruiting Manager must complete the short listing within three working days after the closing date to avoid losing good applicants. To complete the short listing, the Recruiting Manager will review the applications via NHS Jobs against the person specification and give reasons for their decisions. Short listing should always be conducted by two or more people to ensure equality of opportunity.

2.8 Invite to a Selection Process

The Recruiting Manager will decide what process to use to assess the candidates. All processes will consist of an interview however managers may wish to use other testing methods to help them to make their decision. If the Recruiting Manager chooses to use other testing methods they must be specifically related to the job requirements and used to assess the candidate's abilities to perform in the role. All interviews for Band 5 and above nursing roles require the candidate to undertake the Trust Drug Calculation test; with the exception of those already employed in a Band 5 and above nursing role with the trust. All Band 2 – Band 4 Clinical roles require the candidate to undertake the Trusts Literacy and Numeracy tests; with the exception of those already employed with the trust in a role that would of required them to undertake and pass the test previously.

The Recruiting Manager will inform the Recruitment Team within three working days of short listing, of the selection techniques being used, date and time of the interviews and the details of the interview panels. The Recruitment Team will contact the short listed candidates to invite them to interview, providing details of the assessments that they will be asked to complete. Candidates should be given at least one weeks' notice of an interview in order to give them time to prepare and to arrange time off

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to attend. The Recruitment Team will send an interview pack via email to the Recruiting Manager in preparation for the interviews.

Reasonable adjustments will be made to reduce any disadvantage faced by people with disabilities in making an application in response to an advertisement.

2.9 Interviews

The interview panel must consist of between two and four people, depending on the role. Recruiting Managers must consider who the most appropriate people are to make up the panel. It is important to make sure there are no conflicts of interest when selecting panel members. There should be at least one member of the interview panel that has been safer recruitment trained; whereby they have attended a course specific to all recruitment and selection related activities and is inclusive of all safeguarding aspects.

The Recruiting Manager must ensure that documents provided by the candidate to demonstrate their qualifications, identification and right to work in the United Kingdom (UK) are photocopied and signed to prove the originals have been seen. The candidate must be asked to sign their application form as proof of signature for e-applications.

The Recruiting Manager is to ensure that an interview assessment form is completed for each candidate at the end of the process.

2.10 Offer

When the interview process has been completed and a decision about who to appoint has been made, the Recruiting Manager must contact all the candidates to inform them of the outcome of their interview. For successful candidates they will make a verbal, conditional offer of employment. The verbal offer is made subject to satisfactory outcomes of the mandatory employment checks as set out in the Trust's Pre and Post Employment Checks Policy (Ref 3). The Recruiting Manager may choose to collect verbal references for the successful candidate at this point.

2.11 Next Steps

Once the Recruiting Manager has completed the interviews and provided feedback to all candidates, all of the paperwork (for both successful and unsuccessful candidates) must be returned to the Recruitment Team within two working days; this can be scanned to the Recruitment Administrator by email and the originals put in the internal post. The paperwork from unsuccessful candidates is kept for one year (unless a longer period can be justified) for audit purposes, after this time they will be confidentially destroyed. The paperwork for successful candidates will form the basis of the individual's personal file.

Once the paperwork has been received, the Recruitment Team will begin to process the relevant paperwork. A conditional offer letter will be sent to the successful candidate within two working days of receiving the interview outcome paperwork. Once all of the mandatory employment checks have been successfully completed the candidate is able to commence their employment with the Trust and an unconditional offer letter and full employment contract will be sent for all contract types including permanent and fixed term appointments.

2.12 Right to Provide Feedback

All candidates have the right to provide feedback regarding the recruitment and selection process and this can be raised under the Trust's Grievance Policy (Ref 6).

External candidates have the right of complaint through the statutory grievance procedure about any element of the recruitment and selection process, if they believe the process has been discriminatory.

3 Monitoring Compliance and Effectiveness of Implementation

Protected Characteristics Provision

- This policy does not discriminate against any of the protected characteristics. Where any gaps have been identified in the past they have been mitigated against as per the below:
- Recruiting managers are to shortlist candidates irrespective of any disability the candidate has mentioned on the application form if they meet the minimum requirements for the role.
- The policy can be provided in large print for ease of review and understanding.
- Where a person has indicated that they have special requirements for an interview, these needs will be met where it is reasonable to do so in order that the interviewee can attend and

The arrangements for monitoring compliance are outlined in the table below: -

Measurable policy objectives	Monitoring / audit method	Monitoring responsibility (individual / group /committee)	Frequency of monitoring	Reporting arrangements (committee / group to which monitoring results are presented)	What action will be taken if gaps are identified?
Ensure effective and efficient recruitment practices that are cost effective and improve retention.	Monthly reporting on the recruitment work and candidate pipeline.	Head of Recruitment / Workforce Reporting team	Monthly	Included in the Monthly Workforce Report.	Gaps will be raised with Head of Recruitment who will ensure appropriate action is taken.
Recruit and retain skilled people to enable the Trust to achieve its aims and values.	Monthly reporting on Trust-wide vacancy profile for measure against recruitment plans.	Head of Recruitment / Workforce Reporting team	Monthly	Included in the Monthly Workforce Report	Gaps will be raised with Head of Recruitment who will ensure appropriate action is taken.
Ensure that the recruitment and selection procedure promotes a positive image of the organisation.	Review effectiveness of the Trust recruitment & careers promotional material.	Head of Recruitment	On-going	Included in the Monthly Workforce Report	Gaps will be raised with Head of Recruitment who will ensure appropriate action is taken.

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4 Duties and Responsibilities of Individuals and Groups

4.1 Chief Executive

The Chief Executive is ultimately responsible for the implementation of this document.

4.2 Recruiting Manager

- Recruitment is an integral part of every manager's job. Prime responsibility for selecting candidates of the right calibre rests with the line manager, who must set the required standards of qualifications, skills and experience.
- Managers are responsible for ensuring they adhere to the principles of the Trust's recruitment and selection policy and procedure, employment checks and professional registration policy and the Trust's Equality and Diversity Policy (Ref 1).
- Managers are expected to comply with the timelines contained in the procedure.
- Managers are responsible for ensuring new employees receive Trust and local induction.

4.3 Human Resources & Recruitment Team

The HR & Recruitment Team are responsible for providing advice on best practice in recruitment and selection techniques to Recruiting Managers e.g. how to attract and select suitable candidates, taking account of any relevant employment legislation.

The HR & Recruitment Team are responsible for providing training and advice at each stage of the process e.g. preparation of job description and person specification, advertisement, short listing and selecting.

The Recruitment Team are responsible for ensuring they adhere to the principles of the Trust's recruitment and selection policy and procedure, employment checks and professional registration policy and the Trust's Equality and Diversity Policy (Ref 1).

The Recruitment Team are expected to comply with the timelines contained in the procedure.

4.4 Document Author and Document Implementation Lead

The document Author and the document Implementation Lead are responsible for identifying the need for a change in this document as a result of becoming aware of changes in practice, changes to statutory requirements, revised professional or clinical standards and local/national directives, and resubmitting the document for approval and republication if changes are required.

5 Further Reading, Consultation and Glossary

5.1 References, Further Reading and Links to Other Policies

The following is a list of other policies, procedural documents or guidance documents (internal or external) which employees should refer to for further details:

Ref. No.	Document Title	Document Location
1	Equality and Diversity Policy	T:\Trust-wide Documents
2	Data Protection Policy	T:\Trust-wide Documents
3	Pre and Post Employment Checks Policy	T:\Trust-wide Documents
4	Manager's Guide to Recruitment	Intranet

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Ref. No.	Document Title	Document Location
5	Equality Act 2010	http://www.legislation.gov.uk/ukpga/2010/15/contents
6	Grievance Policy	T:\Trust-wide Documents
7	NHS Jobs	https://www.jobs.nhs.uk/

5.2 Consultation Process

The following is a list of consultees in formulating this document and the date that they approved the document:

Job Title / Department	Date Consultee Agreed Document Contents
Team Leader, Recruitment	08/11/2019
Head of Recruitment, Recruitment	
HR & EPF Joint Policy Sub-Group	

6 Equality Impact Assessment

An Equality Impact Assessment (EIA) has been completed for this document and can be found at Appendix A.

Appendix A - STAGE 1: Initial Screening For Equality Impact Assessment

At this stage, the following questions need to be considered:			
1	What is the name of the policy, strategy or project? Recruitment & Selection Policy		
2.	Briefly describe the aim of the policy, strategy, and project. What needs or duty is it designed to meet? This policy seeks to ensure that the best candidate is chosen for each job and that the process is timely and efficient.		
3.	Is there any evidence or reason to believe that the policy, strategy or project could have an adverse or negative impact on any of the nine protected characteristics (as per Appendix A)?		No
4.	Is there evidence or other reason to believe that anyone with one or more of the nine protected characteristics have different needs and experiences that this policy is likely to assist i.e. there might be a <i>relative</i> adverse effect on other groups?		No
5.	Has prior consultation taken place with organisations or groups of persons with one or more of the nine protected characteristics of which has indicated a pre-existing problem which this policy, strategy, service redesign or project is likely to address?		No

Signed by the manager undertaking the assessment	Helen Iles
Date completed	08/11/2019
Job Title	Acting Recruitment Team Leader

On completion of Stage 1 required if you have answered YES to one or more of questions 3, 4 and 5 above you need to complete a [STAGE 2 - Full Equality Impact Assessment](#)

Equality Impact Assessment

Are we Treating Everyone Equally?

Define the document. What is the document about? What outcomes are expected?

Consider if your document/proposal affects any persons (Patients, Employees, Carers, Visitors, Volunteers and Members) with protected characteristics? Back up your considerations by local or national data, service information, audits, complaints and compliments, Friends & Family Test results, Staff Survey, etc.

If an adverse impact is identified what can be done to change this? Are there any barriers? Focus on outcomes and improvements. Plan and create actions that will mitigate against any identified inequalities.

If the document upon assessment is identified as having a positive impact, how can this be shared to maximise the benefits universally?

Our Vision

Working together with our partners in health and social care, we will deliver accessible, personalised and integrated services for local people whether at home, in the community or in hospital empowering people to lead independent and healthier lives.



Trust Equality and Diversity Objectives			
Better health outcomes for all	Improved patient access & experience	Empowered engaged & included staff	Inclusive leadership at all levels

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