

HUMAN RESOURCES POLICY

RECRUITMENT & SELECTION

Policy Number:	HR27
Version Number:	4.0
Issued Date:	May 2019
Review Date:	May 2022

Sponsoring Director:	Michelle McGuigan
Prepared By:	Jenna McGuinness, HR Manager
Consultation Process:	CCG Partnership Forum
Formally Approved:	1 May 2019

Policy Adopted From:	BSA HR27 Recruitment & Selection Policy
Approval Given By:	n/a

Document History		
Version	Date	Significant Changes
1.0	April 2013	n/a
2.0	May 2015	n/a
3.0	February 2017	Standards of business conduct & conflict of interest guidance incorporated
4.0	May 2019	Pay Reform

Equality Impact Assessment	
Date	Issues
12 December 2012	None
1 March 2017	Policy to be made available in alternative formats
11 September 2019	Policy to be made available in alternative formats

Policy Validity Statement
This policy is due for review on the latest date shown above. After this date, policy and process documents may become invalid. Policy users should ensure they are consulting the currently valid version of the documentation.

CONTENTS

1.0	POLICY STATEMENT	3
2.0	PRINCIPLES	3
3.0	PROCEDURE	4
4.0	EQUALITY	8
5.0	MONITORING AND REVIEW	9
6.0	ASSOCIATED DOCUMENTS	9
Appendix 1	Equality Impact Assessment	10

1. POLICY STATEMENT

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

2. PRINCIPLES

- 2.1 The CCG recognises the need for equality and diversity within the workforce and promotes equality and diversity issues and awareness.
- 2.2 The CCG endeavours to be an equal opportunities employer and has taken measures to ensure that any opportunity for discrimination during the recruitment process is minimised. Personal information is removed from application forms prior to short listing and is used for monitoring purposes only. We will also ensure that objective selection criteria are used, the decision making process is recorded and it can be demonstrated that appointments are made on merit.
- 2.3 The organisation will ensure that all employees who are responsible for undertaking recruitment and selection are suitably trained and have the necessary knowledge and skills.
- 2.4 Recruitment and selection is carried out in accordance with all relevant legislation.
- 2.5 If applicable, the CCG will use the Disclosure service provided by the Disclosure & Barring Service to assess applicants' suitability for positions of trust. The organisation complies fully with the DBS Code of Practice and undertakes to treat all applicants fairly. The CCG also undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information received.
- 2.6 Recruitment within the individual CCGs will be dealt with on a local basis, but in line with this policy, each CCG will be responsible for ensuring that all recruitment activities are carried out in line with the principles of equal opportunities and in conjunction with Human Resources as appropriate.
- 2.7 All persons involved the recruitment and selection of candidates must ensure they comply with the CCG's Standards of Business Conduct and Declarations of Interest Policy. This includes, but may not be limited to, declaring any relationship to a candidate being considered for employment and ensuring an assessment of any conflict

of interest disclosures made by a candidate is carried out. Managers must ensure they familiarise themselves with the Standards of Business Conduct and Declarations of Interest Policy when undertaking any recruitment.

2.8 Candidates for any appointment with the CCG must disclose any information required in accordance with the CCG's Standards of Business Conduct and Declarations of Interest Policy. This includes, but may not be limited to:

- Disclosing whether they are related to or in a significant relationship with any Governing Body member or employee of the CCG.
- Disclosing if they or a close relative or associates have a controlling and/or significant financial interest in a business, or in any other activity or pursuit, which may compete for an NHS contract to supply either goods or services to the CCG.

2.9 The requirements of the Standards of Business Conduct and Declarations of Interest Policy are built in to local Recruitment Procedures.

2.10 Data is held and destroyed in line with the Data Protection Act 1998. Only information essential to the recruitment decision will be obtained and will be kept in accordance with the Act.

3. PROCEDURE

3.1 This Policy must be read in conjunction with any local Recruitment Procedures

Identifying a Vacant Post

3.2 Before deciding to fill a vacancy and progressing to the next stage of the recruitment process there are a number of questions to be asked.

- Can the work itself be eliminated?
- Can the work be absorbed by re-organising existing resources?
- Is there still a job to be done?
- Is it the same job as was done previously?
- Can skill mix be considered as an alternative?
- Will the job be permanent or temporary?
- Can the vacancy be covered with a temporary secondment?
- Is this one vacancy or can a single process be used to fill this and subsequent vacancies?
- Are you recruiting solely to fill this particular post or are you looking for somebody with promotion potential?

Appointing to a vacant post without advertising

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

Ring Fencing

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

Compiling a Job Description and Person Specification

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

Advertising a Vacancy

- 3.12 Jobs will be placed on the NHS jobs website and applicants will be required to apply on-line.
- 3.13 Where external advertising is appropriate, the recruiting manager should establish the most efficient and effective method of advertising e.g. newspapers and/or professional journals etc.

- 3.14 All external adverts will automatically be advertised internally and placed on the NHS jobs website (applicants are required to apply on-line).
- 3.15 Where a vacancy is to be advertised internally only this will be done in line with local procedures.

Interview Assessment

- 3.16 Those involved in the recruitment interview should ensure they focus on the needs of the job and skills needed to perform it effectively and make notes throughout.

Appointment Procedure

- 3.17 This Policy must be read in conjunction with local Recruitment Procedures.

Pre –Employment Checks

- 3.18 All pre-employment checks will be undertaken in accordance with NHS Employment Check Standards as follows:
- verification of identity checks for all interviewed candidates
 - medical clearance for all candidates
 - receipt of satisfactory references (two for external candidates covering a minimum of three years employment history and one for internal candidates, unless employed by the organisation for less than three years then two will be required)
 - proof of right to work checks
 - receipt of satisfactory DBS check where appropriate
 - proof of relevant qualifications where appropriate

Starting Salary and Incremental Dates

- 3.19 All new employees should be appointed to the bottom of the band.
- 3.20 The incremental date for new employees will normally be the anniversary of their start date.
- 3.21 When an internal candidate is offered a job that is at a higher pay band, they should be appointed on the bottom of the band.
- 3.22 Where an internal candidate has previous experience of working in a higher band, it may be appropriate to appoint the individual on a higher point or adjust their increment date accordingly. If previous experience at a higher band is less than 12 months, the individual will be appointed to the bottom of the band; however the increment date should change to take into account the previous experience. Where previous experience at a higher band exceeds 12 months, the years of experience working to a higher band may be taken into consideration and appointed on a spine point further into the band. In this instance the new increment date will be the date the individual is appointed to post.

Example 1 –

An individual has six month experience working at a band 8a, they receive a promotion from a band 7 to an 8a on the 1 January, therefore their new increment date will be six months after being appointed to post; 1 July.

Example 2 –

An individual receives a promotion from a band 4 to a band 5. The individual has one year experience covering maternity leave at a band 5, therefore they are appointed to the second lowest point of the band and their increment date is one year after the date they are appointed.

- 3.23 When an internal candidate is offered a job that is at the same pay band as their current role, they would normally move across on the same pay point. Where an employee has been in receipt of a bonus payment in their current role, this may be consolidated and a higher pay point offered. However, this will be no higher than the top point of the relevant pay band and no protection will be payable.
- 3.24 In exceptional circumstances the budget holder and senior management can authorise for a successful candidate to be appointed further up the pay scale. This decision should be discussed with Human Resources. Where an appointment is made and a salary awarded that is higher than the bottom of the band a rationale should be retained on file to record the detail of the decision.

Withdrawing an offer of employment

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

Making Reasonable Adjustments

- 3.26 If a disabled candidate is selected for appointment, the need for reasonable adjustments to the role will need to be discussed with the individual concerned. Where it is agreed that reasonable adjustments need to be made this should be discussed with Occupational Health and an HR Representative.
- 3.27 Discussions between the recruiting manager and candidate regarding what adjustments are required and whether these adjustments are reasonable must be documented and held on the candidate's personal file. The record must include:
- The adjustments required.
 - Whether the adjustment was deemed reasonable or not
 - The rationale for any adjustments not considered reasonable
 - Actions required to implement reasonable adjustments
 - Timescale for review of any reasonable adjustment

In the event that adjustments are not thought to be reasonable, the recruiting manager **MUST** seek advice from an HR representative.

Reserve Candidates

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

Feedback

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

Complaints

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

Expenses

- 3.31 For candidates currently working in the NHS, travel costs will be reimbursed at public transport rate as outlined in the organisation's Travel and Subsistence Policy.
- 3.32 For candidates not currently working in the NHS, travel by car will be reimbursed at the public transport rate as outlined in the organisation's HR34 Travel Expenses and Subsistence Policy. Rail travel should be standard class.
- 3.33 Overnight stays before an interview will only be allowed in exceptional circumstances and only with the pre-agreement of the recruiting manager. Rates will be in line with those in organisation HR34 Travel Expenses and Subsistence Policy
- 3.34 For candidates who withdraw their application or who refuse an offer of employment for reasons which seem inappropriate to the recruiting manager, expenses will not normally be reimbursed unless the manager is satisfied that the candidate would suffer real hardship as a result.

4. EQUALITY

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

5. MONITORING & REVIEW

- 5.1 The policy and procedure will be reviewed periodically by Human Resources in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

6. ASSOCIATED DOCUMENTS

- Standards of Business Conduct and Declarations of Interest Policy
- HR14 Job Evaluation Policy
- HR08 Equality & Diversity Policy
- HR34 Travel Expenses & Subsistence Policy
- HR25 Recruiting Ex-Offenders Policy
- HR30 Secondment Policy
- HR32 Temporary Promotion Policy
- HR37 Incremental pay Progression
- NHS Employment Check Standards

Appendix 1 Equality Impact Assessment

<p>What impact will the new policy/system/process have on the following:</p>
<p>Age - Consider and detail age related evidence. This can include safeguarding, consent and welfare issues</p> <p>Appropriate methods of communication of the Policy have also been carefully considered to ensure they reach all ages of the workforce. Email and the internet can be accessed by all users in the workplace.</p>
<p>Disability - Consider and detail disability related evidence. This can include attitudinal, physical and social barriers as well as mental health/ learning disabilities</p> <p>The disability status of the workforce across the region is unknown therefore relevant tools could be made available to staff that potentially do have a disability that the organisations are unaware of. The policy should be able to be communicated in alternative methods as required for those with a disability and/or visual impairment such as braille, large font, interpreters etc.</p>
<p>Gender reassignment (including transgender) - Consider and detail evidence on transgender people. This can include issues such as privacy of data and harassment.</p> <p>The policy does not include content or vocabulary that could cause offense or discriminate against any staff members who have undergone or are undergoing gender reassignment or that identify as transgender.</p>
<p>Marriage and civil partnership - Consider and detail evidence on marriage and civil partnership. This can include working arrangements, part-time working, and caring responsibilities.</p> <p>The content of this policy does not include content or vocabulary that discriminates against staff that may be married or in a civil partnership.</p>
<p>Pregnancy and Maternity - Consider and detail evidence on pregnancy and maternity. This can include working arrangements, part-time working, and caring responsibilities.</p> <p>The policy does not discriminate against staff that are currently pregnant or on maternity leave and can be accessed while on maternity leave or any other leave of absence via the organisation's website.</p>
<p>Race - Consider and detail race related evidence. This can include information on difference ethnic groups, Roma gypsies, Irish travellers, nationalities, cultures, and language barriers.</p> <p>The policy does not include vocabulary or content that discriminates against staff on the grounds of race.</p>
<p>Religion or belief - Religion is defined as a particular system of faith and worship but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.</p> <p>The policy does not discriminate against staff that hold any particular religion or belief.</p>

<p>Sex/Gender - Consider and detail evidence on men and women. This could include access to services and employment.</p> <p>The Policy does not discriminate between staff that are men or women.</p>
<p>Sexual orientation - Consider and detail evidence on heterosexual people as well as lesbian, gay and bisexual people. This could include access to services and employment, attitudinal and social barriers.</p> <p>The content of this policy and vocabulary used does not discriminate against staff based on their sexual orientation.</p>
<p>Carers - Consider and detail evidence on part-time working, shift-patterns, and general caring responsibilities.</p> <p>The content of this policy and vocabulary used does not discriminate against staff who have carer responsibilities.</p>
<p>Other Identified Groups and Health Inequalities - Consider and detail evidence on groups experiencing disadvantage and barriers to access and outcomes. This can include different socio-economic groups, geographical area inequality, income, resident status (migrants, asylum seekers). What is the potential impact of your work on health inequalities?</p> <p>Other groups have been considered however as the policy is for staff there are no additional impacts on health inequalities.</p>

Action Plan

Ref no.	Potential Challenge/ Negative Impact	Protected Group Impacted (Age, Race)	Action(s) required	Expected Outcome	Owner	Timescale/ Completion date
1	Staff unable to access policy due to particular characteristic	Age, disability	Have a process in place for alternative formats provided if required. As part of reasonable adjustments on appointment or during employment any policy should be adapted by the CCG	All staff can access and use the policy. NECS HR or Equality Team can be contacted for any requests.	Jenna McGuinness, HR Manager	On receipt of individual request