

# RECRUITMENT AND SELECTION POLICY



**With you.  
For you.**

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## **HR POLICIES RECRUITMENT & SELECTION**

### **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 CCG 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 CCG will undertake document checks on every prospective employee and staff in ongoing NHS employment. This includes permanent staff, staff on fixed term contracts, volunteers, students, trainees, 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 CCG will ensure that all employees who are responsible for undertaking recruitment and selection are suitably trained and have the necessary knowledge and skills.
- 2.4 Recruitment and selection is carried out in accordance with all relevant legislation.
- 2.5 If applicable, the CCG uses the Disclosure service provided by the Disclosure & Barring Service to assess applicants' suitability for positions of trust. The CCG complies fully with the DBS Code of Practice and the Rehabilitation of Ex-Offenders Policy 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 CCG's 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, and may include internal recruitment.

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

### **3. PROCEDURE**

#### **3.1 Identifying a Vacant Post**

- 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**

- 3.2 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. Internal recruitment may be considered where appropriate.
- 3.3 Should the post then become available on a permanent basis, it may be possible to waive the standard recruitment process.
- 3.4 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.
- 3.5 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**

- 3.6 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 representatives prior to doing so.

### **Compiling a Person Specification**

- 3.7 Having established that a vacancy exists a person specification must then be completed for the post. If it is an existing post then the current specification must be reviewed and any necessary changes made.
- 3.8 The person specification defines the qualifications, skills, experience, 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.
- 3.9 The person specification should be prepared and evaluated.
- 3.10 It is important that the criteria used in the person specification is completely justifiable in order to demonstrate that decisions are made solely on merit.

### **Compiling a Job Description**

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

### **Advertising a Vacancy**

- 3.14 All external jobs will be placed on the NHS jobs website and applicants are required to apply on-line
- 3.15 Where external advertising is appropriate, the recruiting manager should establish the most efficient and effective method of advertising e.g. newspapers and/or professional journals etc.
- 3.16 Internal adverts may be placed on NHS jobs or communicated internally and application through expressions of interest.

### **Interview Assessment**

- 3.17 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.
- 3.18 An applicant who does not meet essential criteria should not be appointed.

## **Pre –Employment Checks**

- 3.19 All pre-employment checks will be undertaken in accordance with NHS Employment Check Standards as follows:
- personal file and suitability check (internal candidates)
  - verification of identity and right to work checks (external candidates)
  - receipt of satisfactory references (1 for NHS candidates and 1 for external candidates unless employed by the organisation for less than 3 years then 2 will be required)
  - medical clearance for all candidates
  - receipt of satisfactory DBS check where appropriate, the recruiting manager must provide written evidence to demonstrate how they have assessed DBS eligibility and a DBS check eligibility tool can be accessed via link below to support this assessment:<https://www.nhsemployers.org/case-studies-and-resources/2018/08/dbs-eligibility-tool>
  - proof of relevant qualifications where appropriate

## **Starting Salary and Incremental Dates**

- 3.20 All new employees should be appointed on a salary point in the relevant band that is no higher than the second Gateway point in that band.
- 3.21 When an internal candidate is offered a job that is at a higher pay band, pay should be set at the minimum of the new pay band. However, if this would result in no increase either because the individual is receiving a bonus or recruitment and retention premium or because they are at the top of the band, the individual would go to the first pay point in the band which would result in an increase in pay.
- 3.22 Only in exceptional circumstances will a starting salary which is higher than the second gateway point be agreed, this would normally be where posts is of such a specialist nature that the higher salary is necessary to secure the best candidate for the post. Such cases must be discussed with Human Resources prior to the salary offer being made.
- 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 can authorise for a successful candidate to be appointed further up the pay scale. This decision should be discussed with Human Resources.
- 3.25 The incremental date for new employees will normally be the anniversary of their start date.

- 3.26 When an internal candidate is appointed, and they move up only one pay point, their incremental date will remain the same. Where they move up two or more pay points, their incremental date will become the anniversary of the date of change.

### **Withdrawing an offer of employment**

- 3.27 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 Human Resources.

### **Making Reasonable Adjustments**

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

### **Reserve Candidates**

- 3.29 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**

- 3.30 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**

- 3.31 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 Human Resources. Where the Human Resources is involved in the recruitment and selection process, concerns should be addressed to the Human Resources Lead.

### **Expenses**

- 3.32 For candidates currently working in the NHS, travel costs will be reimbursed at public transport rate.
- 3.33 For candidates not currently working in the NHS, travel by car will be reimbursed at the public transport rate. Rail travel should be standard class.
- 3.34 Overnight stays before an interview will only be allowed in exceptional circumstances and only with the pre-agreement of the recruiting manager.
- 3.35 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 CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

#### **5. MONITORING & REVIEW**

- 5.1 The policy and procedure will be reviewed periodically. Where review is necessary due to legislative change, this will happen immediately.

**Appendix 1: Equality Impact Assessment**



**Recruitment &  
Selection EIA**