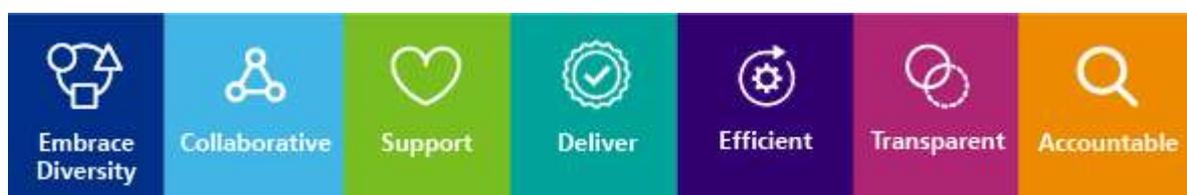


1	Policy Name	Recruitment and Selection Policy			
2	Accountable Director	Director of Corporate Services			
3	Applies to:	All Employees			
4	Groups / individuals who have overseen the development of this policy	HR, Policy Harmonisation Working Group			
5	Groups which were consulted and have given approval	Joint Partnership Group-October 2019 Executive Management Team-January 2020 Joint Partnership Group-May 2021 (Amendment)			
6	Equality Impact Analysis	Policy Screened	Yes	Template Completed	Yes
7	Ratifying Committees & Date of final approval	Joint Partnership Group-October 2019 Executive Management Team-January 2020 Joint Partnership Group-May 2021 (Amendment)			
8	Version	1.3			
9	Available on	Intranet	Yes	Website	No
10	Related documents:	N/A			
11	Disseminated to:	All Employees			
12	Date of implementation	03 February 2020			
13	Date of next formal review	January 2023 or earlier should there be national NHS terms and condition/legislative changes			



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Recruitment & Selection Policy

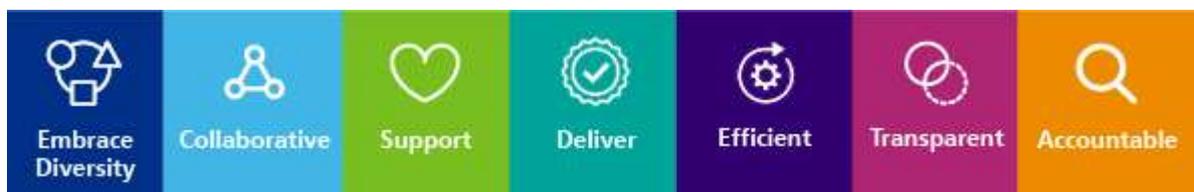


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1. Introduction

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. The CCG actively promotes equality of opportunity for all and welcomes applications from a wide range of candidates. 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. 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.

2. Key principles

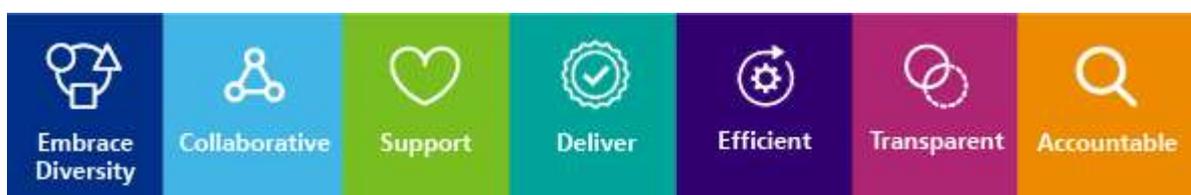
The policy is underpinned by a number of key principles. Everyone involved in resourcing should act in line with these principles at all times.

- 2.1 Flexibility: We recognise the benefits of flexible work choices in progressing peoples’ careers, whether for internal or external candidates and will consider applications from candidates interested in applying for jobs on a flexible basis.
- 2.2 Personal and professional development: We are committed to growing employee talent and looking internally when opportunities arise. In every instance, our focus will be on finding the best person for the job.
- 2.3 Cost-effectiveness: We will always seek to recruit our staff through the most cost-effective means possible, recognising that this may require different approaches for different levels of role.
- 2.4 Emphasis on attitude, skills and values: We will always seek to employ the candidate(s) who display the attitudes, skills and values that are the best fit for the CCG. We believe this alignment will maximise employee engagement and performance, and contribute to retention.

3. Job Analysis

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?

4. Responsibilities

4.1 CCG Managers will:

- Always consider alternative ways of fulfilling work requirements.
- Make sure they understand their role and responsibilities in managing resources, including:
 - Setting aside sufficient time to undertake the process in a proper manner, in accordance with policy and procedures.
 - Effectively manage contracts to ensure the CCG meets its legal obligations.
 - Regularly reviewing temporary working arrangements and monitoring the length of engagement.
 - Providing feedback to HR and partner resource organisations at an early stage if they have concerns about any aspect of the process.
- Ensure resourcing decisions and activities take account of the principles set out in this policy.
- Ensure appropriate authorisations are in place before filling a vacancy.
- Liaise with HR teams and/or resourcing service providers as required by the resourcing procedure.
- Prepare carefully for the arrival of the successful candidate to ensure a smooth settling in period and early effectiveness.

4.2 HR will:

- Support hiring managers through the resourcing process.
- Maintain effective procedures, guidance and tools to support resourcing activities.
- Provide information and advice on the most appropriate methods and media for attraction and selection.
- Provide feedback to managers at an early stage if they have concerns around managers not carrying out their responsibilities in an appropriate manner.

5. Recruitment Documentation

The Resourcing Team require the following recruitment documentation to advertise a post:

- Confirmation of Combined WAP/Establishment Control Form (ECF)/Change Form (found on CCG intranet page)
- Advert



- Job Description
- Person Specification
- Shortlisting Criteria Form

6. Workforce Approval Panel (WAP)

Before a post can be recruited to it must be considered by a WAP. The WAP will consider the request in line with the CCG's business needs, financial impact and impact on other established posts. During period of organisational change there may be certain restrictions to recruitment activity.

The WAP have currently made the following posts exempt from needing WAP approval, however will need to be submitted for audit purposes:

- Governing Body Posts and Clinical Leads.

Managers must complete the combined WAP and ECF form, which is available from the Intranet [here](#). Manager must ensure all the relevant signatures and information are included on the WAP form before submitting to Finance and HR.

The WAP meet on a weekly basis. The weekly deadlines to submit WAP forms for consideration can be found on the intranet [here](#)

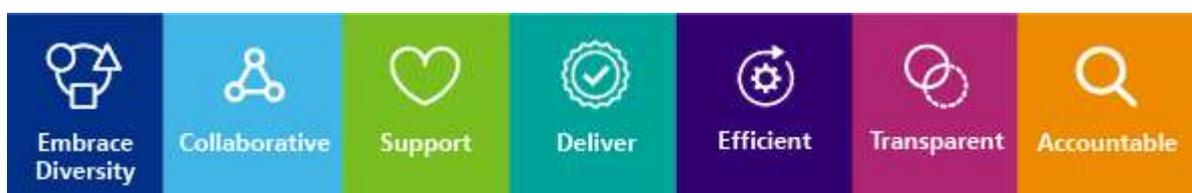
The outcome of the WAP will be communicated by HR within 3 working days following the panel.

Further information on the WAP process can be found on the intranet [here](#)

7. Job Description

A job description describes a job at the time of writing and should be prepared for each vacancy that needs to be advertised. It describes what the post holder is required to do to carry out the job effectively and can be used to:-

- Provide a clear description of the job for recruitment and may include additional relative information
- Evaluate a job i.e. where a position may have substantially changed or altered
- Describe the job sufficiently to assess the grade
- Clarify the roles and responsibilities for the existing post holder
- Inform the training and development needs.



8. Person Specification

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.

The person specification is key to a fair selection process and is used as a framework for shortlisting and interviewing candidates. The person specification should state the essential (and desirable) criteria for selection and should consist of:-

- Qualifications necessary to do the job
- Relevant Registrations, if applicable
- Skills, knowledge and experience
- Qualities relevant to the job i.e. ability to work as part of a team

It is very important that the criteria is in line with the needs of the job. If the criteria is inflated beyond those necessary for effective job performance, the risk is that someone will be employed on the basis of false expectations. Another good reason not to set unnecessary requirements is to avoid any possibility of discrimination against particular groups of potential applicants.

A template Job Description/Person Specification is available from HR. Where an existing Job Description/Person Specification is being used the manager must ensure it is on the latest template.

9. Job Evaluation

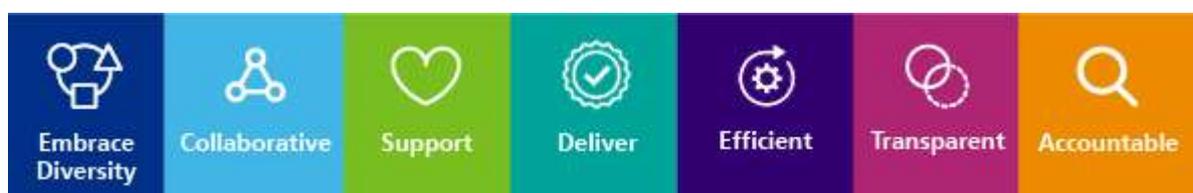
All new job descriptions and existing job descriptions which have been amended in a way that might affect their grading should be submitted to the HR Business Partner for grading. There is no need to seek a re-evaluation if no changes have been made to an existing Job Description.

Where Job Evaluation is required the Job Description will be submitted to a Job Evaluation panel which is made up of Management and Staff side. A flow chart describing the Job Evaluation process is published on the intranet [here](#). Details of when panels are scheduled can be found on the intranet [here](#)

Before a post can be submitted for WAP approval the manager must have received the outcome of a job evaluation panel (where applicable)

10. Advert

An advertisement is written from the job description and person specification and is a key tool that will attract potential applicants. The advert should contain the following key information:



- CCG name and logo
- Title of vacancy
- Salary, including the High Cost Area Supplement
- Brief details of the job
- Key requirements of the person specification
- Duration of the appointment (if fixed term)
- Closing date for applications (sufficient time should be allowed to enable applicants to consider the role and make their application)
- Date of interview (if known)
- Contact name and details of CCG member of staff who can be contacted for further information

Adverts should be placed for a minimum of 10 working days (2 weeks).

11. Advertising a Vacancy

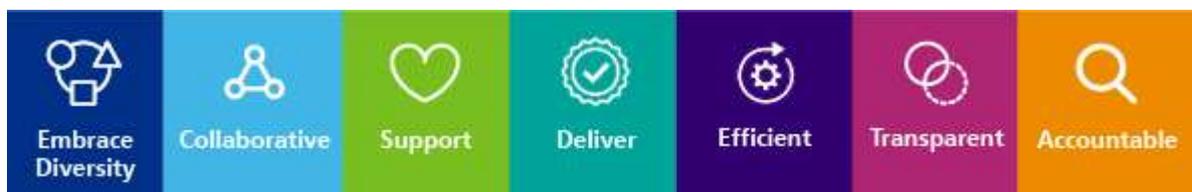
All existing/new vacancies must be advertised internally for 2 weeks in the first instance in order that CCG staff have the career opportunity to apply for the post, unless there are exceptional circumstances where it is necessary to advertise the role internally/externally at the same time for example, specific capability requirements or roles of seniority. On occasions when there may be gaps in capability and capacity within the organisation or another exceptional reason/circumstance that will require a post to be advertised internally/externally at the same time in order that there is not an adverse impact on service delivery. In order to advertise a post internally/externally at the same time, approval will be required from the relevant Executive Director and the Workforce Approval Panel.

If posts are not recruited to successfully via internal recruitment than posts can be advertised externally. Where external advertising has been approved by an executive director the recruiting manager should establish the most efficient and effective method of advertising e.g. specialist websites; national/local publications. Further information and guidance can be sought from the NEL CSU Recruitment Team.

All external adverts will automatically be advertised internally and placed on the NHS & Health job websites.

Where a vacancy is to be advertised internally only, the vacancy will be advertised on Health Jobs (TRAC) only.

NEL CSU Recruitment Team will inform the local Communication team to place the advert onto the CCG intranet page.



12. Selection Panel

Interviews should be conducted by no fewer than two panel members. The panel should include the Line Manager and other more senior staff members who will regularly work with the post holder and who have a good understanding of the requirements of the role. It is recommended and best practice that panel members include both men and women and, members of different racial or ethnic groups.

An external colleague may be asked to join the panel, for example where specialist skills are required for the post, or if it is felt that there are particular areas which require specialist assessment.

Panel members must have attended Recruitment & Selection and Unconscious bias training.

13. Shortlisting Candidates

When the advert closes, the Recruiting Manager will be contacted by the Resourcing Team to notify them that the vacancy has closed and that they can access the applications on line via Health Jobs.

The shortlisting process involves reducing the total number of applications received to take forward to the more detailed assessment phase of the selection process.

When deciding who to shortlist, recruiting managers should draw up the shortlisting criteria based on the person specification and using the guide. Each application can then be scored accordingly.

The interview panel, or at least two members of the panel should review and shortlist all the applications received making it less likely that discrimination or stereotyping will occur at this stage.

Online application forms are recognised by reference numbers and do not have the candidate's names or addresses on them. The reason for anonymising the application is to ensure that candidates are shortlisted based on their skills, knowledge, qualifications and experience and to protect the CCG from a potential [discrimination] claim.

The recruiting manager will submit the outcome of the shortlist through Health Jobs. HealthJobs is now known as TRAC. Managers shortlist online and then move the vacancy to interview. An interview template will appear which they complete. On submission the Resourcing team arrange interviews with shortlisted applicants and reject those who were unsuitable.

Applicants who have declared that they are disabled and are applying under the 'two ticks' scheme' must be invited to an interview if they meet the essential criteria of the role.



Managers are encouraged to add notes on TRAC against these applicants especially if they are not selected to interview as they do not meet the essential criteria.

Candidates who have not been shortlisted will not expect to be contacted further.

14. Interviews

All candidates will be invited for an interview through the TRAC email facility. The recruiting manager is responsible for arranging the interview panel and venue.

It is important that the interview is well structured, this means:-

- Holding the interview in a suitable location that is easily accessible
- Ensuring the room is free from disturbances or any distractions
- Allowing sufficient time for questions and any presentation or tests
- Planning questions well before the interview
- Asking all the candidates the same questions
- Referring to the application form so that the previous employment history is checked
- Scoring answers by using a rating system – interview assessment forms will be provided if requested. An interview assessment form can be found on the Intranet.

TRAC will send an interview pack 24 hours before interview date (includes schedule and applications). Interview questions are **NOT** part of this pack, however, they are available on request via the Resourcing Team.

15. Selection Methods

Recruiting Managers may wish to use other methods which may also be used as part of the selection process, for example:

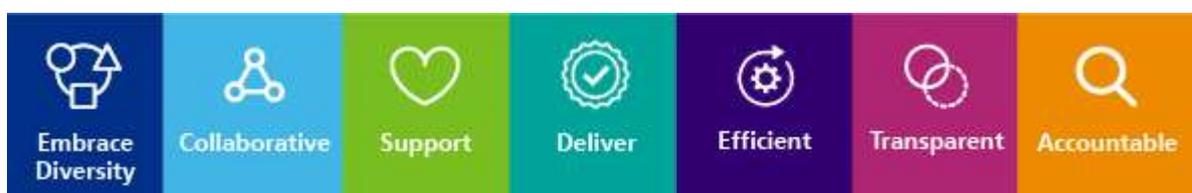
- an in-tray exercise
- role play
- a presentation
- work sampling
- psychometric testing

16. Interview Outcome

The Recruiting Manager should contact the successful candidate by telephone to inform them of the panel's decision. Unsuccessful candidates should also be informed by telephone and provided with feedback. All candidates will also be informed of the panel's decision via email through TRAC.

17. Conditional Offer of Employment

A conditional offer of employment will be made to the successful candidate by the Resourcing Team.



The successful candidate will be informed that the appointment is subject to a satisfactory pre-employment ID checks and satisfactory references.

An offer of employment may be withdrawn if a candidate withholds information or knowingly provides false or misleading information.

18. Pre-Employment Checks

All pre-employment checks will be undertaken in accordance with NHS Employment Check Standards as follows:

- Verification of identity checks
- Health clearance
- Receipt of satisfactory references
- Proof of right to work checks
- Receipt of satisfactory DBS check [if required]
- Proof of relevant qualifications

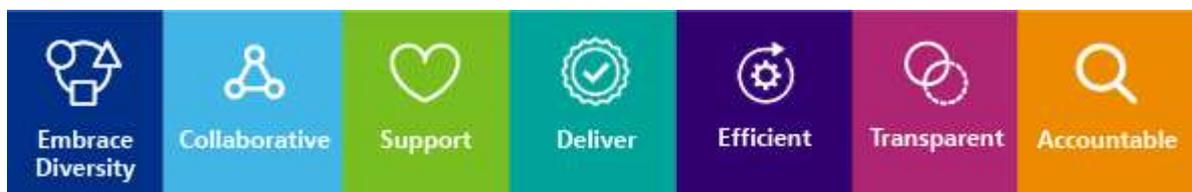
19. Starting Salary & Incremental Dates

It is expected that all new employees should be appointed on a salary point in the relevant band that is no higher than the second spine point in that band.

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.

Only in exceptional circumstances will the starting salary which is higher than the second spine point be agreed. This would normally be where the post is of such a specialist nature that the higher salary is necessary to secure the best candidate for the post or in consideration of previous salary and/or experience. Such cases should be discussed with the HR Business Partner/Resourcing Adviser prior to the salary offer being made.

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. If this is being considered, it should be discussed with the HR Business Partner. However, this will be no higher than the top point of the relevant pay band and no protection will be payable.



In exceptional circumstances the Recruiting Manager may wish for the successful candidate to be appointed further up the pay scale. This decision should be discussed with the Managing Director who will be required to sign and approve a variation form that is available from the Resourcing Team/HR Team.

The incremental date for new employees will normally be the anniversary of their start date.

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.

20. Reasonable Adjustments

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 the member of the HR team involved in the recruitment process.

In order to establish the adjustments that are required, and whether these adjustments are reasonable, the Recruiting Manager must complete an occupational health form that the Resourcing Team will send to them.

21. Reserve Candidates

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.

22. Documentation & Record Keeping

Recruiting managers are required to maintain good quality notes and keep all documentation together as the content will be particularly important if a [discrimination] claim is made from an unsuccessful candidate or a Freedom of Information request is received.

23. Expenses



Managers should refer to the CCG's Travel & Expenses Policy and Procedure for information and guidance on paying expenses to candidates during the recruitment process.

24. Relocation Expenses

There will be no payment of relocation expenses unless in exceptional circumstances. If relocation expenses are to be offered as part of a recruitment package to support a particular role, this will be agreed before by the Remuneration Committee before recruitment to the role commences.

If relocation expenses are agreed, they will be:

- capped at a maximum of £8k
- associated with the expense of moving
- paid on the basis of receipts for actual costs incurred in relocating
- re-couped on a pro rata basis if the post is vacated voluntarily in less than one year
- There is internal mechanism in place that will be actioned within this 12 month period to recoup any monies owned.

Any expenses reimbursed will be associated with the cost of relocation only and not for recurrent costs.

25. Employment History

Any gaps in employment history verified before an unconditional offer of employment is made.

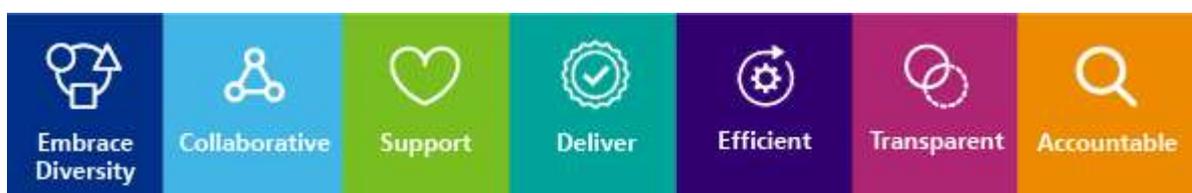
Information from references and application forms must be cross checked as part of this process.

26. Reference Checks

There are two principal reasons for an employer to request a reference on a prospective employee:

- To confirm the accuracy of statements made in his/her application; and
- To provide opinions as to the candidate's suitability for the post in question and their potential for the future.

The Resourcing Team will obtain reference checks to span at least three years of previous employment and/or training. Ideally this should aim to check a period which covers two separate employers (where possible), one of which should be from the applicant's current or most recent employer. Where an individual has been with one employer for five years or more, in exceptional circumstances, one reference may be sufficient. For healthcare professionals, references should



be obtained from their clinical line manager, medical director, or supervising consultant. Where this is not possible, references should be obtained from their post graduate dean, educational supervisor, or other relevant professional lead.

Testimonials or references submitted by applicants are not acceptable.

Completing reference checks is a critical part of the selection process. References must be checked against the applicants previous employment and training history and will provide line managers assurance of an individual's track record and the information they have provided. Where possible, references will be obtained via the TRAC Jobs reference facility. The recruiting manager must be satisfied with the references before considering an offer of employment, where the information is not clear further clarification should be sought from the candidate or referee.

27. Professional Registration Checks

The Resourcing Team will carry out the professional registration checks based on the professional body the candidates is registered with and relevant to the post. The most popular registered bodies are:

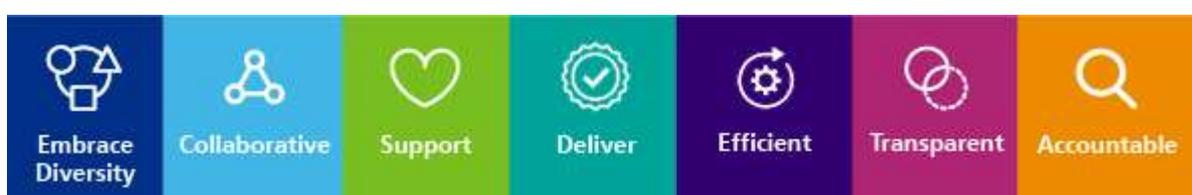
- Health Professions Council (HPC) www.hpc-uk.org
- Nursing & Midwifery Council (NMC): www.nmc-uk.org
- General Medical Council (GMC): www.gmc-uk.org
- General Dental Council (GDC): www.gdcuk.org
- Royal Pharmaceutical Society of Great Britain (RPSGB): www.rpsgb.org.uk

28. Induction

On the first day of service and once all the relevant pre-employment checks have been carried out; all those recruited to a new post will be required to participate in the corporate Induction. This is a mandatory programme which aims to effectively introduce all new staff to the organisation ensuring that employees have a clear understanding of their role and understand the goals and functions of the organisation.

Line managers should ensure that new starters receive a local induction. Some departments and staff groups will have specific needs i.e. graduate trainees, people returning from career breaks, long-term absence or maternity/paternity leave, senior appointments, technical specialists, directors therefore a local induction may need to be tailor made accordingly. The 4 week induction checklist is expected to be completed. Please refer to the Local Induction process for your CCG, where one does not exist the following checklist can be used:-

- Orientation (physical) - describing where the facilities are
- Orientation (organisational) - showing how the employee fits into the team and how their role fits with the organisation's strategy and goals



- Health and safety information - this is a legal requirement
- Explanation of terms and conditions
- Details of the organisation's history, its products and services, its culture and values
- A clear outline of the job/role requirements.

29. External References

Further guidance can be found on the following website on the Recruitment and Selection process:

NHS Employers

www.nhsemployers.org/RecruitmentAndRetention/Employment-checks/EmploymentCheck-Standards/Pages/Employment-Check-Standards.aspx

Chartered Institute of Personnel Development

www.cipd.co.uk/subjects/dvsequl/exoffenders/empexoffendguide.htm

Criminal Records Bureau

www.crb.gov.uk/guidance/rb_guidance.aspx

ACAS

www.acas.org.uk/index.aspx?articleid=1461

NHS Jobs

www.jobs.nhs.uk/about_nhs.html

United Kingdom Border Agency

www.ukba.homeoffice.gov.uk/

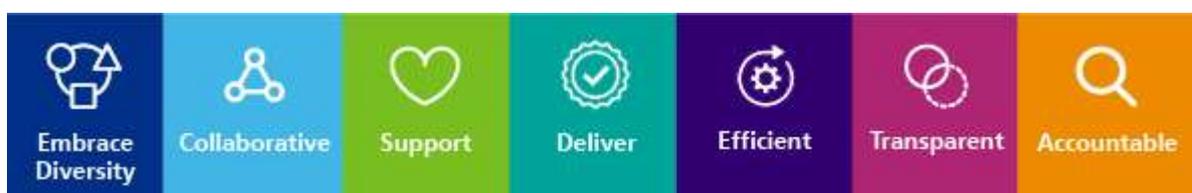
Connecting for Health

www.connectingforhealth.nhs.uk/systemsandservices/scr

30. Equality Statement

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.

The Equality Impact Assessment for this policy has been carried out, and is available on request from HR.



31. Data Protection/GDPR

In applying this policy, the Organisation will have due regard for the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). Personal Confidential Data of data subjects will be processed fairly and lawfully and in accordance with the six data protection principles. Data Subject's Rights and freedoms will be respected and measures will be in place to enable employees (data subjects) to exercise those rights. Appropriate technical and organisational measures will be designed and implemented to ensure an appropriate level of security is applied to the processing of personal confidential data. Employees will have access to the CCG's Data Protection Officer for advice in relation to the processing of their personal confidential data and data protection issues.

32. Monitoring & Review

This policy is intended to be non-discriminatory, promote fairness and equity in the treatment of individuals and good employee relations. Use and compliance of this policy will therefore be monitored by Human Resources, the Joint Partnership Group and reported to the Executive Team.

The policy 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.

33. Associated Policies & Procedures

Please refer to the following policies for further information:

- Travel & Expenses Policy & Procedure
- Secondment Policy
- Temporary promotion (Acting up Policy)
- Probation Policy
- Fixed Term Contract Policy

