



Recruitment and Selection Policy

This procedural document supersedes: CORP/EMP 36 v.3 Recruitment and Selection Policy



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Name and title of author/reviewer: (this version)	Anthony Jones
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Amendment Form

To be completed when reviewing an existing approved procedural document

Please record brief details of the changes made alongside the next version number. If the APD has been reviewed **without change**, this information will still need to be recorded although the version number will remain the same.

Version	Date Issued	Brief Summary of Changes	Author
Version 4	18 December 2017	<ul style="list-style-type: none"> • Change references of DBH to DBTH • Inclusion of link to managers checklist • Inclusion of an additional step to the recruitment process to consider apprenticeships • Inclusion of a guidance page on apprenticeships • Step 3 change details of person to contact with regards to A4C panel • Step 7 inclusion of shortlisting guide on NHSJ • Step 7, 8, 9 and 12 differentiation between centralised recruitment processes and non-centralised processes • Step 8 asking departments to provide interview date information upfront as best practice 	Anthony Jones
Version 3	August 2015	Review of existing policy to reflect operational changes; merger policies: Fixed Term Contract Policy (CORP/EMP 40 v1), and Employment of Agency Workers (CORP/EMP 37 v1)	John Scott
Version 2	March 2011	Changes made to section 14.4.6 Criminal Record Checks to reflect guidance from NHS Employers January 2011	Keeley Cromwell
Version 1	June 2010	<p>This is a new procedural document - The Getting the best person for the job handbook has become a procedural document:</p> <ul style="list-style-type: none"> • Equality Impact Assessment section added • Introduction and Purpose sections added • Monitoring and Compliance Information added • Guidance for managers - right to work added 	Michelle Victor

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1 INTRODUCTION

Our staff are key to the continuing and future success of DBTH. Our aim is to become an employer of choice and our approach to people management is clearly summarised in the phrase Develop. Belong. Thrive. Here. We need a strategic and professional approach to recruitment embracing three key elements:

- Knowing what we need (in terms of people, skills and expertise)
- Attracting the right people to join DBTH (which includes our responsibilities as a responsible and major employer in Doncaster and Bassetlaw)
- Developing and using quicker, smarter and better methods of bringing people into the organisation (whether they are seeking employment or experience).

2 PURPOSE

This policy offers a sound framework to attract, recruit, select and retain staff of the highest calibre. It is based on the principles outlined below, which also meet the requirements of our [Fair Treatment for All Policy](#) and all other relevant employment legislation. The aim of the recruitment and selection process is to secure the best person for the job every time - that is, the person who is best qualified and best skilled, and has the best experience, approach and attributes to do the required job and make a positive contribution to DBTH. That means that we also need to be open, flexible and innovative in sourcing key talent, and removing barriers that might prevent people joining DBTH.

Management guidelines on the implementation of this policy are provided separately through links to the process map.

Additional resources relating to recruitment and selection are available on the Trust [intranet](#).

3 DUTIES AND RESPONSIBILITIES

For the policy and procedure to be effective, everyone involved in any aspect of the recruitment and/or selection of staff needs to be aware of this policy and follow it. Ultimately, it is the responsibility of the senior management of the Trust (including the Chief Executive, Executive Team and Care Group Directors), in conjunction with People & OD to ensure that this is the case. A table of responsibilities is included [here](#).

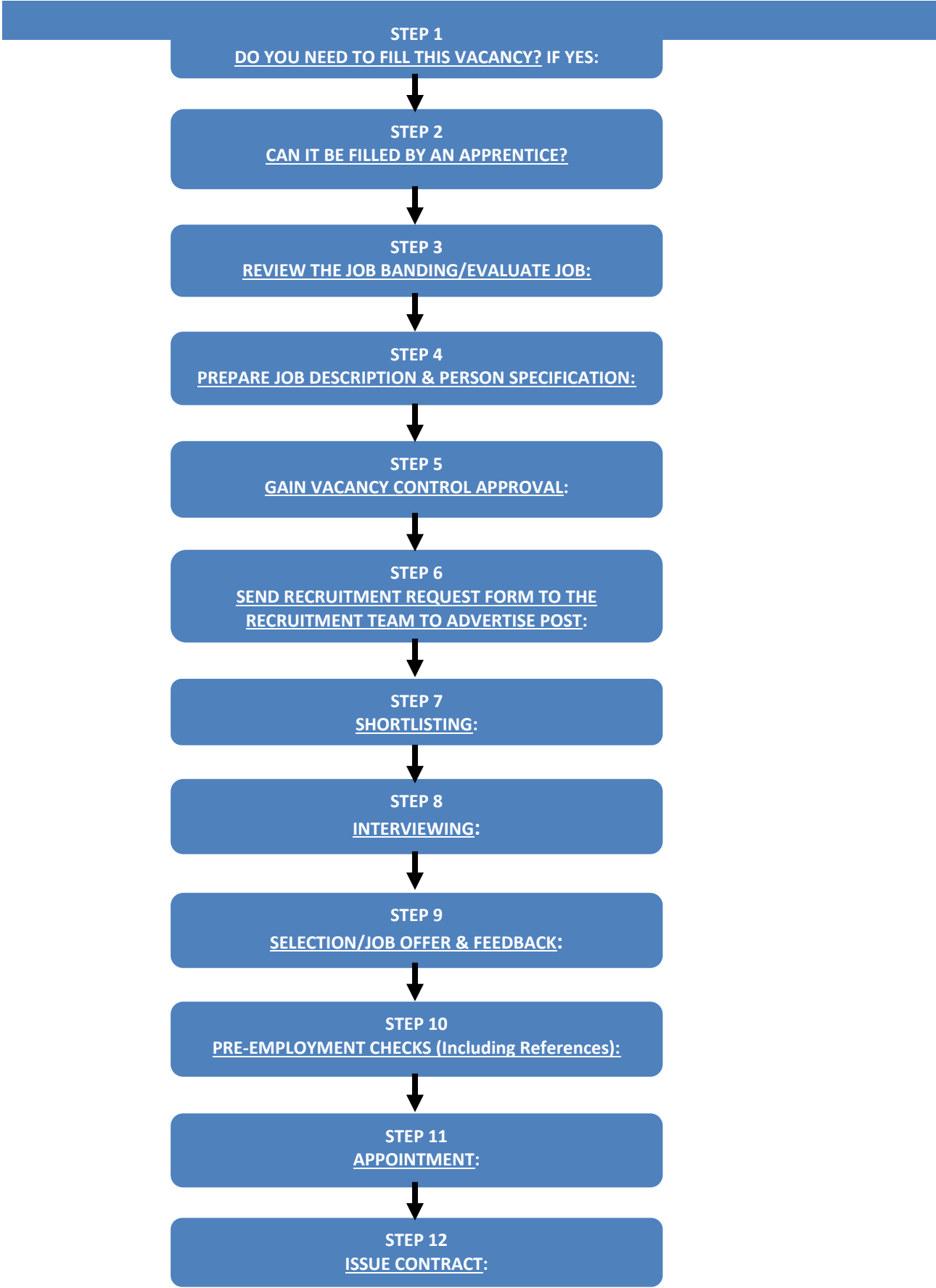
4 PROCEDURE

4.1 Core Principles

All recruitment and selection activity in DBTH will be consistent with the [Fair Treatment for All](#) policy and reflect the following core principles:

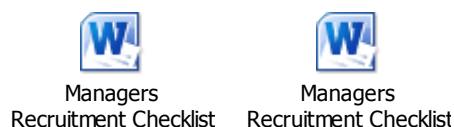
- We will only recruit when all other options for covering the work have been considered (like job re-design or reallocation of duties)
- All posts will be subject to the current job evaluation and vacancy approval processes prior to advertising
- Open competition will be applied to all recruitment and so NHS Jobs will be used for all vacancies. This applies to permanent and fixed-term vacancies.
- We will only consider advertising beyond NHS jobs when there is a compelling business case to do so, approved by the Director of People & OD
- We will seek to recruit the best candidate for the job based on merit. The recruitment and selection process should ensure the identification of the person best suited to the job and to DBTH.
- We will encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process and so that they can take up the post.
- We will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- We will provide appropriate guidance, development and support to people involved in recruitment and selection activities in order to meet this core principle.
- Anyone involved in the selection process should be competent to comply with the requirements of this policy and procedure. All panel chairs or the Recruiting Manager must have discussed their role and responsibilities with their HR Business Partner and agreed that they have the knowledge and skills to fulfill their role.
- Recruitment and selection is a key public relations exercise and should enhance our reputation as an employer of choice offering an attractive total rewards package.
- We will treat all candidates fairly, equitably and efficiently, with respect and courtesy, so that the candidate experience is positive, irrespective of the outcome.
- We will promote best practice in recruitment and selection and continuously review our arrangements to reflect new and innovative approaches.
- We will ensure that the recruitment and selection process is cost effective. This could mean that we use agency framework agreements and mass recruitment campaigns.
- If a member of staff involved in the recruitment process has a personal, business or other relationship with an applicant, they must declare this as soon as they are aware. They should normally have no involvement in the recruitment and selection decision-making process.
- All documentation relating to applicants will be treated confidentially in accordance with the [Data Protection Act](#) (DPA). Applicants will have the right to access any documentation held on them in accordance with the DPA.

4.2 The Recruitment Process: At A Glance: Twelve Steps



5 TRAINING/SUPPORT

A range of training and development tools are available to support managers, including a manager's checklist for recruitment activities. The P&OD Recruitment Team and/or your HR Business Partner can advise on how best to meet your needs.



6 MONITORING COMPLIANCE WITH THE PROCEDURAL DOCUMENT

What is being Monitored	Who will carry out the Monitoring	How often	How Reviewed/ Where Reported to
Formal audit of recruitment and selection process	Internal Audit	Annually	Detailed analysis and report to Director of People and OD
Non-compliance by Care Groups and Departments	People & OD Recruitment Team	Every recruitment scheme or campaign	Quality assurance of every exercise; report to responsible manager in Care Groups and Departments and to Deputy Director of POD
Policy and procedures	People & OD Recruitment Team	Ongoing	Continually review this policy in the course of providing support to managers.

7 DEFINITIONS

Agency Workers	Agency workers and temporary staff in general are a widely used resource within the NHS and can play a vital role in helping to plan and manage fluctuations in demand, as well as covering for periods of short term workforce shortage.
Agenda for Change	The Agenda for Change system allocates posts to set pay bands, using the Job Evaluation Scheme
Alert Register	An alert notice is a way for an NHS employer to make other bodies aware that a healthcare professional may pose a threat to patients or staff.

Apprentice	An Apprenticeship is on the job training available to those aged 16 and over. Apprenticeships usually last between 12 to 18 months. Depending on the sector and level, some can last up to four years.
Bank Workers	To supplement our permanent team and help with peaks and troughs we have a team of 'bank staff' who provide cover for planned and unplanned shortfalls in staffing, covering vacancies and staff absences as well as bringing specific required skills for short periods of time.
Cohort Group	There are some situations when DBTH need to recruit a number of similar posts in one recruitment process. Eg. Nurses, HCAs, Service Assistants. This is referred to cohort recruitment.
Criminal Records Bureau (CRB)	The Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) have merged to become the Disclosure and Barring Service (DBS). CRB checks are now called DBS checks.
Data Protection Act	The Data Protection Act controls how your personal information is used by organisations, businesses or the government.
Development Opportunity	Where the person moves to a post within DBTH, for a specific purpose and/or time, this will be termed a 'loan' or 'development opportunity'.
Disclosure & Barring Service (DBS)	DBS checks are required for unsupervised volunteers and staff who have direct access to, or work directly with children or adults at risk.
EIA	Equality Impact Assessment.
ESR	Electronic Staff Record system.
F1 Doctor	Foundation year 1 (F1) enables graduates to being to take supervised responsibility for patient care and consolidate the skills learned at medical school. F1 doctors at DBTH will be allocated by Yorkshire & Humber Deanery
F2 Doctor	Foundation year 2 (F2) doctors remain under clinical supervision (as do all doctors in training) but take an increasing responsibility for patient care. Eg. taking management decisions. F2 doctors at DBTH will be allocated by Yorkshire & Humber Deanery
Flexible Working	The purpose of flexible working is to provide increased opportunities for those members of staff who need to change their working pattern due to personal circumstances, and also to facilitate the recruitment of external candidates whose domestic arrangements will only allow them to work to certain patterns.
Future-Proof	The concept of future-proofing in relation to reviewing a vacancy, is the process of anticipating the future and developing demands/issues/changes to the role and building these into the review to minimise problems in the future.
General Medical Council	An independent organisation that helps to protect patients and improve medical education and practice across the UK.
HR Business Partner	A senior member of the HR Team, who give advice/support in relation to you Care Group/Directorate.

Independent Safeguarding Authority (ISA)	The Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) have merged to become the Disclosure and Barring Service (DBS). CRB checks are now called DBS checks.
Job Description	A document which provides the purpose, role, responsibilities and key duties of a post.
Job Share	The purpose of this scheme is to improve the retention of existing staff and facilitate the recruitment of external candidates whose domestic circumstances mean they are only available to work on a part time basis.
Knowledge & Skills Framework (KSF)	This policy has been developed to help support managers and employees through the Performance Development Appraisal and Knowledge and Skills Framework (PDA/KSF) process, in a fair and effective manner.
Loan	Where the person moves to a post within DBTH, for a specific purpose and/or time, this will be termed a 'loan' or 'development opportunity'.
Locum Doctor	A locum doctor is one who is standing in for an absent doctor, or temporarily covering a vacancy, in an established post or position.
MLSO	Medical Laboratory Scientific Officer.
Overseas Recruitment	There may be occasions when the recruitment needs of DBTH cannot be met by the UK labour market. When this happens, recruitment can take place in other countries where there is an oversupply of a particular job type. Eg. nurses.
NHS Professionals	NHS Professionals cover the management of temporary vacancies in the Trust's nursing workforce.
Person Specification	A document which provides the key skills, attributes and qualifications required for a post.
Pin Number	Personal Identification Number for nursing staff
Pre Employment checks	Mandatory checks which are required before employment can commence.
Psychometric assessments	Test and questionnaires are used to find out about a person's capacities, work style or values.
Reasonable Adjustments	Employers must make reasonable adjustments to make sure disabled workers aren't seriously disadvantaged when doing their jobs.
Reservists	A reservist is a person who is usually a former active-duty member of the armed forces. They are otherwise civilians, and in peacetime have careers outside the military. See Fact Sheet and Leave Policy (work in production).

Secondment	Secondments provide individuals the opportunity to widen their personal and career development through the enhancement of skills in a different environment or role. The opportunity enables increased awareness of other sectors and fosters better relationships between other organisations and with other departments in the Trust.
Shortlisting	This describes the process of comparing applications against the essential and desirable criteria contained within the Job Specification. This will be undertaken by the members of the Recruiting Panel.
Shortlisting Panel	This is the group of people who will ask questions at the interview. This will include the manager for the post being recruited, and then others who may work in the same team, or similar areas of work.
Term Time only	The purpose of the scheme is to improve the retention of existing staff and facilitate the recruitment of external candidates whose domestic commitments mean that they are only available for work during school term times.
Vacancy Control Process	This is the process to that all posts must go through before going to advert. This is to ensure consistency across DBTH and to confirm funding is available.
Volunteers	Volunteering Is helping, assisting, or serving another person or organisation without pay.

8 EQUALITY IMPACT ASSESSMENT

The Trust aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are disadvantaged over others. Our objectives and responsibilities relating to equality and diversity are outlined within our equality schemes. When considering the needs and assessing the impact of a procedural document any discriminatory factors must be identified.

An Equality Impact Assessment (EIA) has been conducted on this procedural document in line with the principles of the Equality Analysis Policy (CORP/EMP 27) and the Fair Treatment For All Policy (CORP/EMP 4).

The purpose of the EIA is to minimise and if possible remove any disproportionate impact on employees on the grounds of race, sex, disability, age, sexual orientation or religious belief. No detriment was identified. (See Appendix 1)

9 ASSOCIATED TRUST PROCEDURAL DOCUMENTS

- Equality Analysis Policy (CORP/EMP 27)
- Fair Treatment For All Policy (CORP/EMP 4)
- Working with Vulnerable Adults and Children – Disclosure (CORP/EMP 17)
- Flexible Working Policy (CORP/EMP 48)

10 REFERENCES

NHS Employers Standards for Criminal Record Checks – July 2013

<mailto:http://www.nhsemployers.org/your-workforce/recruit/employment-checks/nhs-employment-check-standards/criminal-record-and-barring-checks>

The NHS Knowledge and Skills Framework (NHS KSF) and the Development Review Process – October 2004 www.dh.gov.uk

The two ticks scheme and additional help for Disabled People

<https://www.gov.uk/recruitment-disabled-people/encouraging-applications>

<https://www.gov.uk/government/policies/helping-people-to-find-and-stay-in-work/supporting-pages/supporting-disabled-people-who-need-more-help-to-find-and-keep-a-job>

Permission to Work in the UK <https://www.gov.uk/legal-right-work-uk>

Disclosure and Barring Service <https://www.gov.uk/government/organisations/disclosure-and-barring-service>

A guide to the Employment of Agency Workers: [A guide to the Employment of Agency Workers](#)

APPENDIX 1 - EQUALITY IMPACT ASSESSMENT PART 1 INITIAL SCREENING

Policy	Care Group/Directorate and Department	Assessor (s)	New or Existing Service or Policy?	Date of Assessment
CORP/EMP 36 v2 – Recruitment & Selection Policy	People and Organisational Development	John Scott	Existing	November 2017
1. Who is responsible for this policy? Human Resources				
2. Describe the purpose of the policy? Process/guidance on implementation of recruitment & selection legislation.				
3. Are there any associated objectives? Provide consistent approach to implementation of legislation and processes across the Trust				
4. What factors contribute or detract from achieving intended outcomes? Staff may be unaware of their roles & responsibilities				
5. Does the policy have an impact in terms of age, race, disability, gender, gender reassignment, sexual orientation, marriage/civil partnership, maternity/pregnancy and religion/belief? No				
<ul style="list-style-type: none"> • If yes, please describe current or planned activities to address the impact N/A 				
6. Is there any scope for new measures which would promote equality? No				
7. Are any of the following groups adversely affected by the policy?				
a. Protected Characteristics	Affected?	Impact		
b. Age	No			
c. Disability	No			
d. Gender	No			
e. Gender Reassignment	No			
f. Marriage/Civil Partnership	No			
g. Maternity/Pregnancy	No			
h. Race	No			
i. Religion/Belief	No			
j. Sexual Orientation	No			
8. Provide the Equality Rating of the service/ function/policy /project / strategy				
Outcome 1 ✓	Outcome 2	Outcome 3	Outcome 4	
9. Date for next review: November 2020				
Checked by: Anthony Jones		Date: November 2017		