

# Recruitment & Selection Policy

HWHR11

## Document Reference Information

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## Version Control Record

Version	Description of change(s)	Reason for change	Author	Date
1	New policy template & CCG name	To reflect new merged organisation	HR	May 2020
2	Updated to reflect Values Based Recruitment and the separation of Policy and guidance information.	To reflect values-based recruitment and to remove guidance elements detailed in the Recruiting Manager's Toolkit	HR	Nov 2021

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## 1. Introduction

- 1.1. A strategic, professional approach to recruitment and selection is essential to ensure that we are able to attract and retain staff of the highest calibre and that all posts are filled by individuals, with the required skills, qualifications, abilities, and potential to meet the needs of positions within the CCG.
- 1.2. The purpose of this policy is to provide a sound framework for the recruitment and selection of all staff and aims to promote equality of opportunity and equal treatment in every respect for all employees and potential employees. The CCG values the diversity of the community it serves across two counties and aspires to reflect this diversity within its workforce.
- 1.3. All recruitment and selection activity undertaken across the CCG acts as a key public relations activity and should enhance the reputation and standing of the organisation within the community. The CCG will ensure that all candidates enjoy a positive and rewarding recruitment experience and will treat such candidates fairly, equitably and with respect and courtesy in line with our agreed values, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- 1.4. This policy is designed to ensure there is clear and consistent information in relation to all recruitment and selection activities for the Herefordshire and Worcestershire CCG and to provide Recruiting Managers with a best practice framework to ensure the best candidate is selected for each vacancy.
- 1.5. Management guidance for the practical application of this policy at each stage of the recruitment process is provided separately within the *Recruiting Manager's Toolkit*.

## 2. Scope of the Policy

- 2.1 This policy applies to the recruitment, selection and appointment of all employees engaged via a contract of employment within the Herefordshire and Worcestershire CCG, including permanent, fixed-term and part-time contract arrangements, secondments, bank or lay member appointments. It does not apply to the recruitment of GPs working within the CCGs.
- 2.2 This policy does not apply to the engagement of individuals who fall within the scope of IR35 legislation. Any requirement for the engagement of staff via IR35 must be referred to the HR Team in the first instance to request the necessary approval to progress.
- 2.3 In order for this policy and associated guidance to be effective it is essential that any employee involved in any aspect of the recruitment and/or selection of staff is aware of this document, the responsibilities it places on them and adheres to it.

## 3. Aims and Objectives

- 3.1 The CCGs overriding aim is to ensure that the organisation has the “right staff in the right place at the right time” supporting the organisation in commissioning high quality healthcare services for the local population.

The CCGs have set the following objectives and key principles for the recruitment process:

- Adopt a principle of open competition in its approach to recruitment.

- Adopt a values-based approach to the recruitment of all posts to aid the appointment of candidates with the desired values and behaviours across the organisation.
- Appoint candidates in a professional, timely and responsive manner (target of approximately 57 days from advertisement to onboarding – see *Section 10, Fig.2*) and in compliance with current employment legislation.
- Maintain a cost-effective, accessible service through the use of online recruitment tools.
- Appoint people on merit regardless of age, disability, ethnicity, religion, gender, or sexual orientation.
- Ensure the recruitment processes is in line with NHS Safer Recruitment Standards.
- Provide appropriate training, development and support to those involved in recruitment and selection activities.
- To appoint the best candidates to the organisation based on capability and values.
- To promote best practice in recruitment and selection and continuously develop our practices to enable new ideas and approaches to be incorporated.
- To ensure that, where a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant, then this will be declared as soon as they are aware of the individual's application and the resulting potential conflict of interest, thereby avoiding any involvement in the decision-making process.

## **4. Equality Statement**

- 4.1** The Herefordshire and Worcestershire CCG aims to design and implement policy documents that meet the diverse needs of our services, population, and workforce, ensuring that none are placed at a disadvantage over others. It takes into account current UK legislative requirements, including the Equality Act 2010 and the Human Rights Act 1998, and promotes equal opportunities for all.
- 4.2** This document has been designed to ensure that no-one receives less favourable treatment due to their personal circumstances, i.e. the protected characteristics of their age, disability, sex, gender reassignment, sexual orientation, marriage and civil partnership, race, religion or belief, pregnancy, and maternity. Appropriate consideration has also been given to gender identity, socio-economic status, immigration status and the principles of the Human Rights Act.
- 4.3** In carrying out its functions, Herefordshire and Worcestershire CCGs must have due regard to the Public Sector Equality Duty (PSED). This applies to all the activities for which Herefordshire and Worcestershire CCGs are responsible, including policy development, review, and implementation.

## **5. Legal Considerations**

- 5.1** All recruitment activity within the CCG will be in line with all applicable legislation including, but not limited to:
- Employment Rights Act 1996
  - Equality Act 2010
  - Offender Rehabilitation Act 2014
  - NHS Employment Check Standards

## 6. Values Based Recruitment

- 6.1** The CCG strives to be a supportive and caring employer and we expect our colleagues to behave in a professional, inclusive and respectful manner and demonstrate the values which underpin our vision for the population of Herefordshire and Worcestershire.
- 6.2** During the recruitment journey, candidates will be assessed with reference to and in line with, our agreed values as detailed below (Fig.1). This will include responses to two mandatory values-based questions within the application process together with a further assessment of applicants during the shortlisting and interview stage of the process.
- 6.3** In addition, where recruitment activity relates to a post at Band 8a or above then there will be a requirement for candidates to demonstrate relevant equality and inclusion experience and/or expertise during the recruitment process
- 6.4** Additional information and guidance for recruiting managers in relation to this values-based approach, is detailed within the various sections of *Recruiting Manager's Toolkit* (See Section 11).



**Fig.1 – Herefordshire & Worcestershire CCG Recruitment & Selection Values**

## 7. Responsibilities and Duties

### 7.1 Executive Directors

Executive Directors will be responsible for ensuring that:

- All employees are informed of the Recruitment Policy and associated Procedures and Guidance
- The policy is implemented and operated effectively.
- Managerial action is fair and equitable and is monitored effectively.
- The Values of the CCG are embedded within all recruitment activity

### 7.2 Recruiting Managers

Recruiting Managers will be responsible for:

- Appropriate implementation of the policy.
- Ensuring appropriate training is accessed on a regular basis to be competent and knowledgeable about equality and recruitment practice.

- Ensuring that all new/revised posts are formally graded prior to advertisement and that formal authorisation to recruit has been approved.
- Conducting all recruitment related activity in line with this Policy and all associated Procedures and Guidance (including developing Job Descriptions, Shortlisting, Interviewing, Contract Offer and Induction processes)
- Writing and submitting Job Descriptions for job evaluation and matching where necessary.
- Requesting authorisation to recruit by completing all compulsory documents in accordance with local processes e.g. Approval to Recruit Form.
- Liaising with the Finance Team in relation to externally funded posts to ensure that such external funding is accurately assessed and to ensure that any associated liability for the CCG is transparent and properly managed.
- Providing information to plan and advertise vacancies efficiently and economically.
- Providing adverts, job descriptions and other relevant documentation to process the vacancy on the TRAC system.
- Coordinating interview dates and panel members in collaboration with the Recruitment Team.
- Designing appropriate interview question, to include values-based questions, and where necessary, assessments and tests.
- Completing online shortlisting.
- Being a panel member or Chair of the panel at the interview.
- Making a verbal offer of employment to the preferred candidate.
- Informing unsuccessful candidates of the outcome following interview.
- Providing interview feedback to candidates as requested.
- Completing and maintaining legible records from interviews, testing and assessment.
- Reviewing all references for the appointed candidate. Where necessary, contacting the candidate to enquire about any information.
- Consult with the Human Resources team before continuing or withdrawing offer of employment.
- Reviewing any pre-employment Occupational Health referral and discuss any outcomes such as workplace adjustments as necessary with the candidate.
- Confirming that references, sickness absence and adjustments are acceptable, or otherwise, seeking guidance from Human Resources where necessary so that the process can continue.
- Agreeing salary with the candidate, in advance of the unconditional offer and in accordance with Agenda for Change terms and conditions and obtaining appropriate authorisation from Head of HR & OD and Chief Executive Officer (where applicable).
- Arranging employment forms and IT access in partnership with the Corporate Team.
- Engaging regularly with the appointed candidate in the period leading up to commencement.
- Preparing a comprehensive onboarding and induction programme for the new employee from the start date onwards.

### **7.3 Recruitment Team**

The recruitment and selection process is administered by the CCGs Commissioning Support Unit's (CSU) Recruitment Team on behalf of the CCG.

The CSU Recruitment team will be responsible for:

- Co-ordinating the job matching and evaluation process for new job descriptions.

- Advertising posts on TRAC, liaising with managers regarding recruitment needs.
- Making online applications available for shortlisting.
- Providing applicant personal details and sending interview invites.
- Co-ordinating pre-employment checks, including references, Occupational Health clearance, DBS checks and professional registration – informing manager when complete.
- Sending out appropriate conditional and non-conditional appointment letters.
- Issuing contracts of employment.

## **7.4 Human Resources**

The Human Resources team will be responsible for:

- Providing advice and guidance on all aspects of recruitment and selection as required including job grading and appropriate salary levels.
- Advise at key stages of the recruitment process as required.
- Providing training to Recruiting Managers on all aspects of recruitment and selection, including equality aspects.
- Monitoring and review of the recruitment and selection policy and supporting guidance.

## **8. Identifying a Vacant Post**

**8.1** Before deciding to fill a vacancy and progressing to the next stage of the recruitment process, there are a number of questions which should be considered:

- Is the work itself required to be undertaken?
- Can the work be absorbed by re-organising existing resources, or via links with partner organisations within the Herefordshire & Worcestershire STP?
- Is it the same job as was done previously?
- Can a revised team skill mix be considered as an alternative?
- Will the job be permanent or temporary?
- Can the vacancy be covered by a temporary secondment?
- Is this one vacancy or can a single process be used to fill this and subsequent vacancies?

## **9. Vacancy Approval Process**

**9.1** Once it is determined there is a vacancy, either on a permanent or temporary basis, a manager must propose this vacancy, by completing the Approval to Recruit (ATR) Form in accordance with local process, for authorisation to recruit from the Chief Executive Officer and Chief Finance Officer. Recruitment to the vacancy must be approved by the Chief Executive Officer and Chief Finance Officer prior to the role being advertised.

**9.2** Approval to fill posts will not be valid for longer than three months after approval received.

**9.2** Any recruitment to a fixed term contract should have a specified end date and reason for the fixed term duration. Advice should be sought from the Human Resources team when recruiting to fixed term contracts.

**9.3** Where recruitment relates to externally funded positions then discussions must be held with the Finance Team as early as possible, and prior to commencing the recruitment process, to

ensure that any external funding is accurately assessed and to ensure that any resulting liability for the CCG is transparent and properly managed.

## 10. Recruitment & Selection Process

- 10.1** It is essential that the CCG's approach to resourcing activity is planned in order to ensure that the CCG is able to maximise the impact and benefits of the recruitment process and the tools in place, which will support the organisation in attracting and recruiting the best applicants.
- 10.2** The recruitment process is administered and managed through the online recruitment system, TRAC, (<https://admin.trac.jobs>). Recruiting Managers requiring access to this system should contact [micsu.recruitment@nhs.net](mailto:micsu.recruitment@nhs.net) to request an account.
- 10.3** All documents relevant to the recruitment process must reflect the requirement of the Equality Act 2010. Other than where a genuine occupational requirement exists, there must be no direct or indirect discrimination in relation to any of the protected characteristics.
- 10.4** The end to end recruitment process is detailed below (*Fig.2*), indicating the various stages of the process together with associated timescales for each stage. Recruiting Managers should note that the target timescale for completion of all related stages encompasses a total period of 57 days. However, it should be noted that there may be factors which impact the recruitment process which serve to extend this timescale including delays to receipt of relevant candidate documentation, occupational health checks etc.

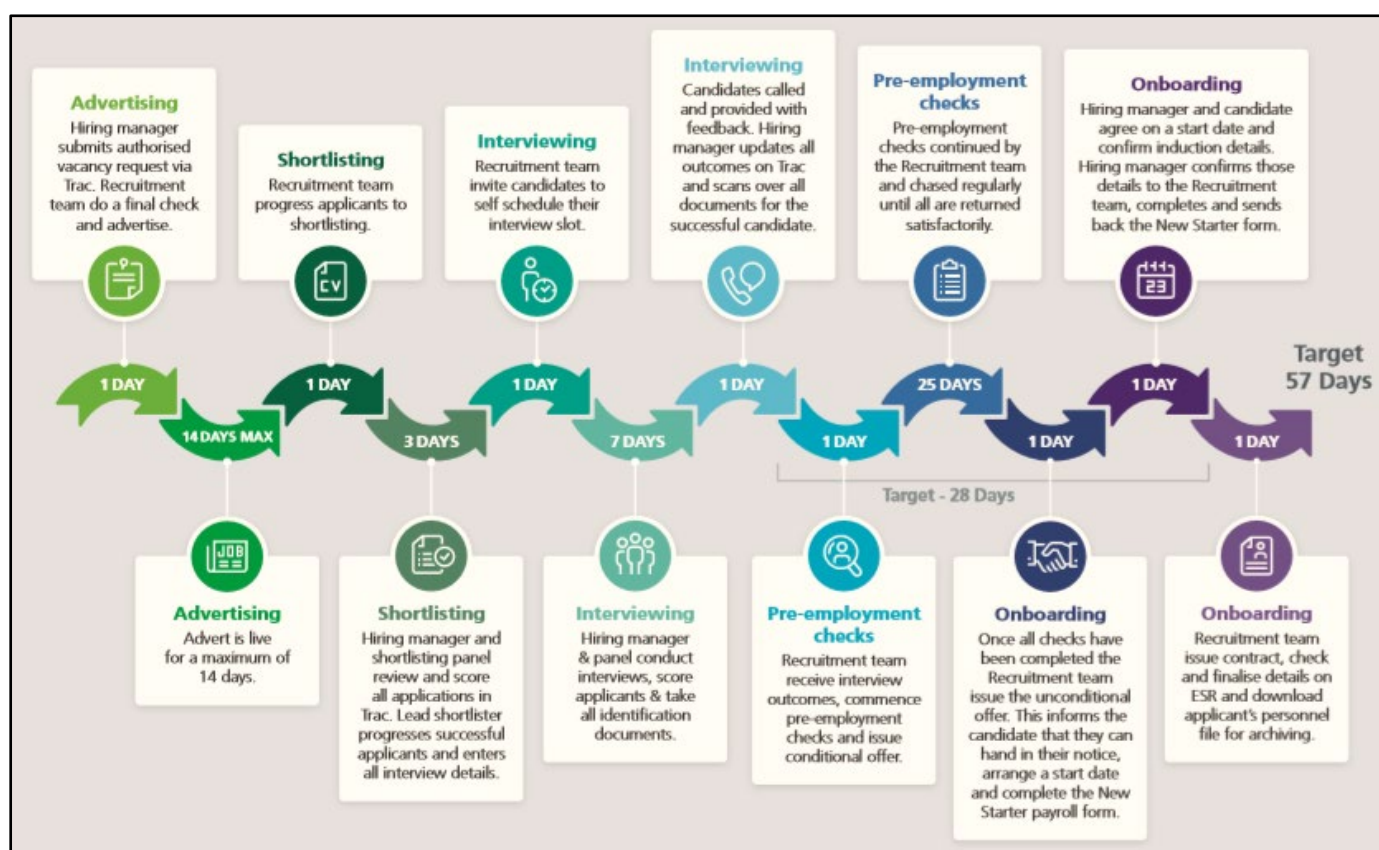


Fig.2 – The Recruitment Journey



## 11. Recruiting Manager's Toolkit

- 11.1 There are a number of key stages when recruiting and selecting for a vacant position and to assist recruiting managers, a comprehensive *Recruiting Manager's Toolkit* has been developed containing advice and guidance, together with relevant tools and checklists for each of the following key stages of the recruitment process:

Recruitment Stage	Toolkit Guidance Information
Stage 1	Job Description & Person Specification Guidance & Checklist
Stage 2	Advertising Guidance & Job Advert Template
Stage 3	Shortlisting Guidance & Checklist
Stage 4	Interview Guidance, Checklist & Forms
Stage 4a	Sample Interview Questions
Stage 4b	Sample Values Based Interview Questions
Stage 5	Contract Offer Guidance (Pre-Employment Checks)
Stage 5a	Starting Salary Guidance
Stage 6	Onboarding Guidance & Induction Checklist

*Table 1 – Recruiting Manager's Toolkit*

- 11.2 Recruiting managers should therefore refer to the relevant section of this guidance documentation when conducting any recruitment activity. All documentation can be accessed via the Hub or via the HR Team.

## 12. At Risk Staff

- 12.1 If there are redeployment candidates that may be suitable for a role the Recruitment Team will advertise on TRAC but restrict the position. The role will be restricted to these candidates for 5 working days.

## 13. Making Reasonable Adjustments

- 13.1. The CCGs must make reasonable adjustments to the recruitment process if the job applicant has indicated a disability in their application form, the Recruiting Manager becomes aware of a disability or if the candidate asks for reasonable adjustments.
- 13.2. During the recruitment process the Recruiting Manager needs to establish what reasonable adjustments a disabled applicant requires during the interview process. For example, accommodating wheelchair users by having their interview on the ground floor or allowing candidates to complete a written test using a computer.
- 13.3. It is also important to determine whether the applicant could carry out a function essential to the role with the reasonable adjustments in place. For more information on reasonable adjustments please read the following Guidance relating to disability for the NHS (<https://www.nhsemployers.org/-/media/Employers/Documents/Pay-and-reward/Guidance-relating-to-disability-28-Jan.pdf>).

## 14. Personal Relationship/Conflict of Interest

- 14.1 Where any member of staff involved in the recruitment and selection process for a particular post becomes aware that they have a personal relationship with an applicant or, if there is a situation where a potential conflict of interest may arise, then this must be communicated to

the Recruiting Manager or the HR Team as soon as possible so that they can be removed from the recruitment process and replaced by another individual.

- 14.2** Where an individual involved in the recruitment process is unsure whether a potential conflict of interest may exist then they should speak to the HR Team for further guidance.
- 14.3** All candidates recommended for appointment are required to submit a Conflicts of Interest Declaration prior to receiving an unconditional offer of employment. Should any conflicts be declared which the recruitment team deem could pose a particular conflict, this will be raised with the CCG's Corporate Governance Team. In line with the CCG's Conflicts of Interest Policy, approval may need to be sought from the CCG Conflicts of Interest Guardian.

## **15. Pre-Employment & DBS Checks**

- 15.1** The key function of pre-employment checks are to help the CCG to obtain the necessary assurance that individuals are of good character and have the appropriate experience, qualifications, skills and competency to properly and safely perform the tasks required of them in any given role.
- 15.2** Any offer of employment will be conditional on a range of pre-employment checks in line with NHS Employment Checks Standards for all positions and include right to work checks satisfactory references, occupational health clearance and, where required DBS checks.
- 15.3** Comprehensive information in relation to pre-employment and DBS checks is contained within the *Recruiting Manager's Toolkit, Stage 5: Contract Offer Guidance (Pre-Employment Checks)*.

## **16. Starting Salary**

- 16.1** All starting salaries for employees within the CCG will be set in line with the Agenda for Change Terms and Conditions. Further information and guidance for Recruiting Manager can be accessed within the *Recruiting Manager's Toolkit, Stage 5a: Starting Salary Guidance* or, alternatively, be accessed via the HR Team.

## **17. Probationary Period**

- 17.1** All new employees will be subject to a three-month probationary period which will need to be completed satisfactorily. During this time the line manager will monitor performance and can terminate the contract of employment with one month's notice if they feel that the new employee is unsuitable for the post.
- 17.2** The initial probationary period may be extended if it is felt that this will allow additional time for a new employee to demonstrate their suitability for the post.
- 17.3** Once the probationary period has been completed, the employment notice period will increase to that stated within the contract of employment.

## **18. Induction**

- 18.1.** The CCG places critical importance on thorough on-boarding and induction procedures which make new staff feel welcome, valued and settled in their new role. A positive on-boarding experience forms the basis from which staff can quickly get up to speed, perform their duties effectively and begin to make a contribution to their team, the department and the organisation.
- 18.2.** Effective on-boarding and induction enables the individual to:
- consolidate their understanding of the duties and responsibilities of the role.
  - understand the expectations of them in the form of standards, objectives or a work portfolio, set with their line manager.
  - understand how their work performance will be monitored (including probation and performance review processes)
  - discover the information and support that is available to them, including mentoring and key contacts.
  - highlight areas where training and development would be appropriate.
  - apply their skills and knowledge to performing the job and demonstrate that they successfully meet probation requirements.
- 18.3.** The specific activities within job induction will be dependent on the demands of the role and the skills and knowledge that the individual brings with them and will be at the discretion of the line manager.
- 18.4.** Responsibility for induction at the local level falls with the line manager, though specific activities may be delegated at the line manager's discretion or within departmental guidelines and practices.
- 18.5.** It is good practice for individuals and line managers to retain records of completed induction. During the job induction staff must be made aware of the probationary procedures and that records of induction activities may be used to support the probationary process.
- 18.6.** Further information and guidance relating to the expectations for on-boarding and induction, together with the on-boarding checklist, is detailed in the *Recruiting Manager's Toolkit: Stage 6 - Onboarding & Induction*.

## **19. Fraud and Bribery**

- 19.1.** The CCGs are committed to reducing fraud in the NHS as it diverts valuable resources away from patient care. Therefore, consideration has been given to the potential for fraud and corruption to occur in relation to this policy and what action should be taken.
- 19.2.** The CCGs will, where there is a suspicion of fraud or where fraudulent information may have been provided, investigate the matter in line with the CCGs Fraud, Bribery and Corruption Policy and Disciplinary Policy and Procedure.

- 19.3.** Any concerns relating to deliberate misapplication of the policy should be reported to the HR Team who will advise as to what further action should be taken.

## **20. Complaints**

- 20.1.** If an applicant is unhappy with their feedback, or any stage of the recruitment and selection process, they can address their concerns, in writing, to the Recruiting Manager.

## **21. Due Regard**

- 21.1.** This policy has been reviewed in relation to having due regard to the Public Sector Equality Duty (PSED) of the Equality Act 2010 to eliminate discrimination, harassment, victimisation; to advance equality of opportunity; and foster good relations between the protected groups.

## **22. Implementation and Dissemination of the Document**

- 22.1.** The document has been fully ratified by the Clinical Executive Committee and will be published and made available to all employees via the CCGs' intranet.

## **23. Monitoring and Review**

- 23.1.** The policy will be reviewed in line with the review date or before in the case of where there are legislative changes. Monitoring of the policy will be carried out by the Corporate Team.