

Appendix 2 - Recruitment & Selection Guidance

1. Purpose

The Recruitment Procedure (Appendix 1) and this Guidance together with the following appendices provide information for all members of staff involved in the recruitment process.

2. Vacancy Review

It is important that when a vacancy arises the manager concerned undertakes a review to ensure the post needs to be filled to reassess the actual job content or working arrangements. The Vacancy Review Checklist (Appendix 3) lists the issues to consider.

3. New Post Job Evaluation

If it is a new post then the Appointing Manager needs to forward the Job Description and Person Specification **before completion of the Vacancy Approval Process**, to Carol Deakin (Human Resources Advisor) who will arrange for the job to be evaluated.

4. Vacancy Controls

The Vacancy Approval Process needs to be completed in all cases including newly established posts. This should be initiated through NHS Jobs by the Appointing Manager.

Once approved by the Budget Manager, this will then be forwarded to the relevant Finance Team's NHS Jobs account.

Once approved by the Finance Team, the vacancy will then be sent to the Divisional Management Team's NHS Jobs account

Once approved by the Divisional Management Team, the request will finally be forwarded to the Workforce Information Team's NHS Jobs account for coding.

All new positions and non-direct clinical care positions will go to the Trusts Executive Vacancy Control Panel (VCP) meeting, where a decision as to whether the position is to be approved will be made. The outcome of the panel meeting will be returned to the Recruitment Team, who will then confirm the results to the Divisional Director of Operations and the Recruiting Manager. If the position is approved, the Vacancy will be processed through NHS Jobs, and an email will be sent to the Appointing Manager to confirm the Vacancy has been approved.

If the vacancy is not approved, information will be provided as to why.

Once all 4 (5 if sent to Executive Vacancy Control Panel) levels of approval have been completed, the post is ready for advertisement

Once the vacancy has received all relevant levels of approval, the Recruitment Team will receive an email telling them that the vacancy is ready to be published.

The Recruitment Team will contact the Appointing Manager and confirm the vacancy details (i.e. Interview Date and Closing Date).

Vacancies that have been submitted through the Vacancy Approval Process are valid for 3 months. This applies to all posts, apart from Consultants – these are valid for 6 months.

5. Equality and Diversity

Worcestershire Acute Hospitals NHS Trust values the diversity of the community it serves and wishes to reflect this diversity in its workforce. It is an equal opportunities employer committed to fair and equitable treatment of all its employees and job applicants.

Managers should familiarise themselves with the Trust's Equality and Diversity Policy (*available via Trust Intranet*) and ensure that throughout the recruitment and selection process, they observe their legal obligations to candidates.

The Trust will not unlawfully discriminate against applicants on grounds of gender, race, religion, sexual orientation, age or disability or any grounds other than ability to perform the job.

The Trust offers a guaranteed interview scheme for Disabled applicants who meet the essential person specification requirements.

Employers may lawfully discriminate in certain jobs where being a particular sex or racial group is a genuine occupational qualification for the job. For example, the tightly drawn list of exceptions under the Equality Act includes reasons of authenticity as in dramatic performances; personal welfare services; where there are considerations of decency and privacy, and single sex establishments such as hospitals and prisons. There is no exception for jobs requiring physical strength or stamina. GOQ's should be used rarely and advice should always be sought from the HR Department.

6. Job Description

A job description is essentially a statement of the purpose, duties and responsibilities of the job and should be clear, concisely written and up to date. The Trust has developed a standardised job description template (Appendix 4).

7. Person Specification

The person specification translates the requirements of the post, as outlined in the job description into the necessary qualifications, competencies, experience, skills and capabilities and other qualities needed by an applicant to carry out the job effectively. The Trust has developed a standardised person specification template (Appendix 5).

The person specification is an essential part of the recruitment process as it is used to assess candidates at the short-listing and interview stages. The criteria should be strictly relevant to the requirements of the job and therefore only essential criteria should be used. The criteria should not be unnecessarily restrictive, since this may be viewed as indirect discrimination, which is unlawful and contrary to the Trust's Equal Opportunities Policy.

8. Staff Affected by Organisational Change / Ill Health

In accordance with the Trust's Management of Organisational Change Policy and the 'Redeployment Framework', staff who meet the essential criteria outlined in the person specification will be given prior consideration in the first instance and interviewed in advance of other applicants.

In these situations the respective HR Manager and Line Manager must be involved and they will ensure that the member of staff has access to the restricted access section of NHS jobs and are logged onto the 'Redeployment Register' maintained within the HR Directorate.

9. Advertising

The advertisement should reflect the job description and person specification and facilitate self-selection. It should be clear, concise and free from language, which could be construed as discriminatory on the grounds sex, race, age or disability. It is important to ensure that there are contact details of someone to deal with any enquiries. It is good practice to include the interview date.

The Trust has developed a standard advert template (Appendix 6).

All jobs will automatically be advertised on the 'NHS Jobs' website (www.jobs.nhs.uk).

Posts requiring internal advertisement only will need to be clearly identified for the Recruitment Team. These adverts will be placed on NHS jobs and the Trust intranet site. If any external applicants apply in error they will be excluded from the shortlisting process by the Recruitment Team.

Only in exceptional circumstances or where there is a statutory requirement will an advertisement be placed in a newspaper, professional journal or specialist website and approval from the Head of the Resource Centre will be needed.

Casual enquiries and those who write unsolicited letters of application must be informed that this is not the accepted method of recruitment and encouraged to apply using 'NHS Jobs'.

10. Information to Applicants

In addition to the job description and person specification the following information will also be available on the 'NHS Jobs' site:

- Disclosure Declaration
- Important Information for all Applicants (Appendix 19)
- Staff Support – Childcare & Extended Care
- Worcestershire Acute Hospitals NHS Trust and Worcestershire County Profile
- Worcestershire Acute Hospitals NHS Trust 2 Year Plan
- Map & Directions to relevant Hospital base
- Living in Worcestershire (Website Link - <http://www.worcestershire.gov.uk/home/living.htm>)
- Up to date News and information from Worcestershire acute Hospitals NHS Trust (Website link - <https://www.facebook.com/WorcestershireAcuteHospitalsNHSTrust>)
- Worcestershire Acute Website (Website Link - <http://www.worcsacute.nhs.uk>)

11. Late applications

On occasions an application may be received late. A late application can only be accepted on NHS Jobs if the job is re-opened in order to give any other candidates who have started to apply / internal candidates an equal opportunity to apply. If a job is re-opened all applicants who started an application and did not complete it must be contacted by the Recruitment Team and given the same deadline to apply. This is unfair to candidates who submitted their applications on time. Re-opening positions on NHS Jobs should only happen in exceptional circumstances and requires approval from the HR Recruitment Manager. If there are individuals that the Appointing Manager is aware may be interested in the post they should advise them to check NHS Jobs regularly when they send the job to the Recruitment Team. NHS Jobs will automatically provide an email to notify the manager when the job is 'live' on NHS Jobs so they can notify anyone that they are aware is interest in the post.

In cases where there are no completed applications are received for a particular vacancy, the Recruitment Team will advise the relevant Appointing Manager immediately after the post has closed.

12. Shortlisting

Personal and monitoring information is excluded at the short-listing stage.

Shortlisting should take place as soon as possible after the closing date, ideally within 7 days of the closing date.

All shortlisting must be completed electronically on NHS Jobs.

If there is likely to be an unavoidable delay in shortlisting, the Appointing Manager should alert the Recruitment Team who will send an email to the applicants via NHS Jobs advising them that this is the case, as good applicants may lose interest in the post. Applicants are advised when they apply that they can consider themselves unsuccessful if they don't receive any communication within 4 weeks of the closing date.

The composition and size of the shortlisting panel will be dependent on the nature of the post. Ideally all interview panel members should be involved in shortlisting. The Recruitment Team can set-up 'Reviewer Access' via NHS Jobs to enable all panel members to shortlist via NHS Jobs.

Where it is not possible for all interview panel members to be involved in shortlisting a **minimum of two** interview panel members should be involved. One of the panel members must be a recognised Appointing Manager who has received Recruitment and Selection Training.

A dual use person specification (Appendix 5) has been developed to assist in shortlisting.

The following should be considered when shortlisting:-

- No applicant should be shortlisted unless they meet **all** the essential criteria, unless assessment that the criteria are met can only be made at interview.
- Under the provisions of the Equality Act 2010, the Trust has a responsibility to ensure that disabled applicants are not unfavourably disadvantaged. Any applicant who declares that they have a disability and who meets all the essential criteria is **guaranteed an interview**. Applicants who have declared a disability will have the following logo next to their application reference number on the main 'Applications' screen on NHS Jobs:



- Assumptions should not be made about the standard of overseas qualifications – guidance on this can be obtained from the HR Department or <http://www.ecctis.co.uk/naric/default.aspx>.
- Each candidate's application form should be compared against the job description and person specification in order to determine a shortlist. It should be remembered that in all circumstances, criteria used in the shortlisting process should only relate to skills, competencies, qualities and qualifications that are detailed in the person specification relevant to the job.
- Initially, each panel member should produce a personal shortlist. Candidates for whom there is a consensus should be identified through as objective a system as possible. An agreed panel shortlist must then be determined.

On those occasions when the number of shortlistable candidates is above the average, the following methodology should be adopted to reduce the number to a more manageable level. Choose the number to be interviewed, normally no more than 6-8, and number all of the application forms. Then ask a member of staff not involved in the selection process to select 6-8 random numbers from the range available. Those

applicants thus identified will be invited for interview. If any of those subsequently withdraw repeat the process as appropriate.

Once the shortlist has been drawn up any internal candidate/s not chosen at this stage should be given feedback by a member of the panel. This will help both the individual with regard to future applications and help the Trust promote good staff relations.

The opportunity should be taken at this stage for panel members to review the application forms and to agree areas of questioning at the interview.

13. Invitation to Shortlisted Candidates

Once shortlisting has taken place the Appointing Manager should send interview invites through the NHS Jobs site. After this has been done, and the candidates have confirmed their attendance a 'Recruitment Pack' will be available for the manager to download – this will contain the interview schedule and the full applications of the Candidates.

It is important to give candidates at least 7 days' notice that they have been selected for interview particularly if they have to prepare a presentation.

This is also the opportunity of sending candidates any other relevant information which they would find useful in preparing for the interview and / or the opportunity of promoting the Trust as an employer.

14. Reference Requests

References can be requested prior to interview to speed-up the recruitment process. If a candidate has asked that a referee not be contacted the Appointing Manager will need to contact the applicant to ask for permission to do so. The standard Trust reference request form is attached as Appendix 8 and should be used for all reference requests. These, ideally, should be sent out at least 10 days in advance of the interview date to ensure that a response is received. When sending the reference request you will also need to include the job description and person specification.

References can be requested through NHS jobs, however you can only do this after a Candidate has been conditionally offered a post. This is because the NHS Jobs template asks about attendance (which you are not allowed to ask about unless a Conditional Offer has been made).

A minimum of two written references should be obtained covering at least three years for non NHS employees, if the employee has been with one employer for three years or more, one confirmation of employment/training is sufficient, provided that all requested details have been confirmed by the previous employer. For currently NHS employees one reference covering one year's employment is required from the applicant's current NHS employer. Employers must assess whether any additional references are required to provide adequate assurances.

The contents of references should always be treated as confidential.

If you wish to ask about attendance in a reference you must only do so after the interviews have taken place, and you have made a conditional offer to the candidate. Otherwise you will be in contravention of the Equality Act 2010. The Trust template (Appendix 8) makes this clear.

15. Interview

The interview is the crucial stage in assessing the applicants' suitability and the more time spent in planning the interview, the higher are the chances of a successful appointment being made.

The structure has to take account of the two main objectives of a selection interview, namely:

- To establish whether the candidate is suitable for the job
- To establish whether the job is right for the candidate

Interviews will be undertaken by **at least two panel members**, one of whom must be trained in recruitment and selection techniques to improve their effectiveness in the process and to raise their awareness of equal opportunities legislation and practice. Specific guidance about arranging interviews and interview techniques is contained in Appendix 9.

16. Assessment Process

After each interview, panel members must independently score the interview questions and assess the candidates against the criteria set out in the person specification.

At the conclusion of the interviews the Chair of the panel is responsible for seeking and collating the views of the entire panel to determine the preferred candidate and, if appropriate, a reserve candidate. Having reached agreement on this it will then be appropriate to read the references for the preferred candidate and the reserve.

It should be noted however, that references should always be treated as a further source of information and not as the deciding factor when selecting a candidate. If a reference gives rise to doubt in offering a post then it is appropriate to contact the referee and / or the candidate directly to seek clarification or further information.

It may be appropriate to call candidates back to interview in some circumstances.

17. Notification of Outcome – Conditional Offer of employment

Following the interview the successful applicant can be given a conditional offer of employment which is conditional on the NHS Employment Check Standards and References which are satisfactory to the Trust:

1. Verification of Identity
2. Right to Work in the UK
3. Professional Registration and qualification check
4. Employment history and reference check
5. Disclosures and Barring Service (DBS) criminal record and barring list check**
6. Occupational Health check

Not all posts require a DBS check to be performed. To check for eligibility, please refer to the DBS FAQ's document <http://nww.worcsacute.nhs.uk/EasySiteWeb/GatewayLink.aspx?allid=63292>

The standard letter making a conditional offer to be sent to the successful candidate at this stage is attached as Appendix 10.

The conditional offer letter needs to be accompanied by:

- A pre-employment health assessment questionnaire. The first part of the form needs to be completed by the Appointing Manager and then forwarded to the prospective candidate for completion. Medical clearance is still necessary, even if the candidate is an internal employee.
- Night Workers Health Assessment Form if appropriate to the role.
- If a DBS check is required, you should also enclose the disclosure form, see Appendix 18.

Once the appropriate ID has been supplied by the candidate, the manager should initiate the DBS application through the electronic DBS portal. Appointing Managers should contact the Recruitment Team if they do not have an account set up for this service.

Specific guidance on the completion of DBS applications is contained at Appendix 17.

The unsuccessful candidates should also be contacted and given feedback where requested as many candidates look upon the interview as a learning experience.

18. Unconditional Offer of Appointment

Before an unconditional offer of appointment can be made, it is essential to check that the NHS Pre-employment Checks listed above and detailed in Appendix 11 have been undertaken with a satisfactory outcome.

Once the manager concerned is satisfied that all the checks have been undertaken the manager can send the formal unconditional offer letter (Appendix 12). **Please ensure the salary offered is in accordance with the Trust's 'Policy on Starting Salaries and Salary Discretion' (see <http://nww.worcsacute.nhs.uk/EasySiteWeb/GatewayLink.aspx?allid=2618>).** Anything other than the minimum point of the scale is subject to verification of previous relevant service. For staff that have previously worked in the NHS, an electronic Inter-Authority Transfer form will be used to verify previous service. For new entrants from outside the NHS, a Starting Salary Pro-forma must be completed which is subject to HR approval. It is important therefore to ensure that the successful applicant is made aware that pending formal verification and authorisation of their starting salary, they will be paid on the minimum of the scale.

19. Interview Notes

Once the Appointing Manager has received confirmation from the successful applicant that they intend to take up the post, then the Appointing Manager should record the interview outcome through NHS Jobs. All application forms and identity from unsuccessful candidates should be disposed of in the confidential waste. Any interview notes relating to the unsuccessful candidates must be returned to the Recruitment Team, 3 Kings Court, 1st Floor, Worcester, WR5 1DD. The Recruitment Team will store interview and shortlisting notes securely and destroy after 12 months.

20. New Starter Form

On the successful candidate's first day of employment the Line Manager must fill in the ESR Starter Form (available on the Trust's HR intranet pages). Failure to provide all the information will result in delayed payment of salary.

21. Induction

The selection process is only the beginning of the employment relationship and the success of that relationship depends on how the new employee is looked after at this stage. It is a requirement that all new staff attend the corporate induction programme. It is also essential that they receive a comprehensive departmental induction. To assist in this respect a standard departmental induction checklist is attached as Appendix 14. The individual and the manager will need to sign a declaration on the ESR New Starter form to confirm that induction has taken place.

22. IT Training

Any new member of staff whose role includes the use of clinical applications should receive IT training as soon as possible after starting in their new role. For further information please refer to the Induction page of the Intranet (under Education, Training & Development).

New members of staff will not have access to any of the clinical applications until the training has been completed.