

## Recruitment Policy and Procedure

Policy ID	HR08
Version:	V1
Date ratified by Governing Body	29//09/13
Author	South Commissioning Support Unit
Date issued:	21/10/13
Last review date:	N/A
Next review date:	August 2014

### EQUALITY STATEMENT

Surrey Downs Clinical Commissioning Group (Surrey Downs CCG) aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others. It takes into account the Human Rights Act 1998 and promotes equal opportunities for all. This document has been assessed to ensure that no-one receives less favourable treatment on grounds of their gender, sexual orientation, marital status, race, religion, age, ethnic origin, nationality, or disability.

Members of staff, volunteers or members of the public may request assistance with this policy if they have particular needs. If the person requesting has language difficulties and difficulty in understanding this policy, the use of an interpreter will be considered.

Surrey Downs CCG embraces the four staff pledges in the NHS Constitution. This policy is consistent with these pledges.

### 1. EQUALITY ANALYSIS

This policy has been subject to an Equality Analysis, the outcome of which is recorded below.

		Yes, No or N/A	Comments
1.	Does the document/guidance affect one group less or more favourably than another on the basis of:		
	• Race	No	
	• Ethnic origins (including gypsies and travellers)	No	

	• Nationality	No	
	• Gender	No	
	• Culture	No	
	• Religion or belief	No	
	• Sexual orientation including lesbian, gay and bisexual people	No	
	• Age	No	
	• Disability - learning disabilities, physical disability, sensory impairment and mental health problems	No	
2.	Is there any evidence that some groups are affected differently?	No	
3.	If you have identified potential discrimination, are there any exceptions valid, legal and/or justifiable?	N/A	
4.	Is the impact of the document/guidance likely to be negative?	N/A	
5.	If so, can the impact be avoided?	N/A	
6.	What alternative is there to achieving the document/guidance without the impact?	N/A	
7.	Can we reduce the impact by taking different action?	N/A	

For advice in respect of answering the above questions, please contact the Corporate Office, Surrey Downs CCG. If you have identified a potential discriminatory impact of this procedural document, please contact as above.

Names and Organisation of Individuals who carried out the Assessment	Date of the Assessment
Justin Dix, Governing Body Secretary	28/10/13
Cliff Bush, Lay member	

## 1. POLICY STATEMENT

- 1.1 Surrey Downs Clinical Commissioning Group (“The CCG”) wants to have a workforce that provides an excellent, patient-focussed service and which demonstrates the CCGs core values and behaviours.

- 1.2 The primary aim of this procedure is to provide guidance on all matters relating to recruitment and selection in order to ensure that the best candidates are appointed who can meet the CCGs standards to ensure compliance with employment legislation and the provisions of the Equality Act 2010; and to ensure that vacancies are filled in a timely manner.
- 1.3 This policy has been agreed with our staff representatives
- 1.4 This procedure does not form part of any employee's contract of employment and it may be amended at any time. The CCG may also vary any parts of this procedure, including any time limits, as appropriate in any case.

## **2. RESPONSIBILITIES**

- 2.1 All managers have the responsibility for ensuring that this Recruitment Policy and Procedure is strictly complied with.
- 2.2 Our Human Resources Provider will have day to day responsibility for overseeing compliance and updating the procedures in line with good practice.
- 2.3 It is the responsibility of all those involved in recruitment and selection to ensure that they have received appropriate training prior to any recruitment involvement. Members of the HR Provider team are available on request to support managers at interviews.
  - 2.3.1 Managers are responsible for ensuring they follow the provisions of the Equality Act 2010 throughout the recruitment and selection process.

## **3. PRINCIPLES**

- 3.1 It is the CCGs policy that vacancies will be publicised as widely as is possible, utilising NHS Jobs and other media as appropriate. Existing employees are to be encouraged to apply for vacant posts if they have the appropriate qualifications, experience and skills and will normally be interviewed along with all other selected suitable candidates.
- 3.2 Where an internal candidate applies for any internal post whilst still under a formal company process (e.g. absence management or performance management review) the final decision on their application will be made at the discretion of their current line manager and a HR Business Partner in liaison with the employee (internal candidate), thus allowing each situation to be assessed on its own merits.
- 3.3 The CCGs aim at all times is to recruit the person who is most suited to the particular post. Selection will be solely on the basis of the applicant's abilities, relevant experience, qualifications and merits as demonstrated at selection and interview stage and measured against the desired and essential criteria for the job.

- 3.4 The CCG are committed to complying with the provisions of the Equality Act 2010 at all stages of recruitment and selection. Shortlisting, interviewing and selection will always be carried out without regard to their age, disability, sex, marital status, race, religion or belief sexual orientation, gender re-assignment, pregnancy or maternity (unless reasonable adjustments are required for a disabled candidate).
- 3.5 All candidates are required to complete a pre-interview form in order for the CCG and the HR Provider to ascertain any requirements to make reasonable adjustments to the recruitment process or interview stage. Reasonable adjustments to the recruitment process and attendance for interview will be made where applicable.
- 3.6 Psychometric testing will only be administered and validated by trained assessors and any test used must have been validated in relation to the job.
- 3.7 It is the CCGs practice to seek the successful candidate's consent to obtain two written references, one of which should be from their current/previous employer and to ask for documentary proof of qualifications and any memberships required as well as eligibility to work within the UK (an up to date list of documents accepted as proof of eligibility to work within the UK can be obtained from our Human Resources Provider on request at any time). Any offer of employment will be conditional on the above all being satisfactory to us and we reserve the right to withdraw our offer of employment, or indeed terminate employment where the candidate has commenced work with us in the event that the candidate cannot validate the proof as requested.

#### **4. IDENTIFICATION OF A VACANCY**

- 4.1 The need to recruit will normally be identified through turnover, the Business needs of the CCG and / or reorganisation and / or organisational development

#### **5. AUTHORISATION**

- 5.1 Before embarking on the process of recruitment, the relevant manager must ensure that there is an up-to-date Job Description, which must be consistent with Agenda for Change and be properly evaluated for grade.
- 5.2 The job description will describe the duties, responsibilities and behaviour and level of seniority associated with the post, and will detail qualifications, memberships required, along with the desired, training, knowledge, experience, skills, aptitudes and competencies required for effective performance of the job.
- 5.3 A manager who wishes to recruit someone must first obtain approval from the Chief Finance Officer who will ensure it fits with the agreed principles of the CCGs Workforce and Remuneration Committee, seeking advice directly from them when necessary. All vacancies should be reviewed against the existing job description and consideration given to whether a replacement is

necessary or distribution of work or re-structure internally, thus evaluating against the needs of the business as vacancies arise. .

- 5.4 The Human Resources provider will ensure that the position has been appropriately banded / graded. New positions (or posts where the duties have changed significantly) will be banded / graded by a job evaluation system in accordance with agenda for change guidelines.
- 5.5 Once recruitment has been approved the Human Resources provider team will liaise with the recruiting manager to review the recruitment and selection process. Consideration will be given to the most appropriate method(s) of advertising the vacancy, to the most appropriate selection tools, and interview questions.

## **6. ADVERTISING AND SCREENING**

- 6.1 It is the CCGs policy to publicise each vacancy both internally and externally via the NHS Jobs website ([www.jobs.nhs.uk](http://www.jobs.nhs.uk)). Where this does not generate a sufficient pool of suitable applicants, however, the recruiting manager may request that the post is subsequently advertised through alternative means. The CCG may instruct the HR Provider to utilise other media or forums as appropriate to the post, this should be done with the express approval of the Chief Officer. If and when required carefully selected recruitment agencies will be notified of the vacancy as will steps be made to advertise the vacancy if required.
- 6.2 Applications will be received by the Human Resources provider team, logged and forwarded to the recruiting manager for review via the NHS jobs site. Where applications have been received directly from the applicant (i.e. they have not been made via NHS Jobs for a particular reason) an acknowledgement will be sent by the Human Resources team.
- 6.3 Application forms may be provided to potential applicants in either large print, Braille format or tape recorded format on request and recruiting managers should refer any queries received in this respect to the HR Administration Department for their attention.
- 6.4 Recruiting managers are encouraged to set an interview date prior to advertising in order that this may then be publicised from the outset for the benefit of those applicants who are short-listed. It is also good practice to encourage informal visits and/or telephone calls whilst the post is being advertised to enable potential applicants to develop a greater understanding of the vacant post and the CCG in general.
- 6.5 The manager must assess the applications and provide feedback to the Human Resources team. Where the decision is made to reject the candidate, reasons based on the set criteria through the job description must be provided (see appendix A for Shortlisting Criteria and Appendix B for Shortlisting form).

- 6.6 The relevant manager will be responsible for identifying the interview panel (which should consist of at least two and no more than three people) and ensuring that they are familiar with and comply with the provisions of the Equality Act 2010. Second interviews, if required, should normally take place within a time span of two weeks. Appendix B, Shortlisting form should be completed and returned to the Human resources team.
- 6.7 The Human Resources team will advise unsuccessful candidate(s) either in writing/email/via NHS Jobs, or via the agency, and will provide appropriate feedback where requested.

## **7. ASSESSMENT**

- 7.1 For some vacancies, assessment centres may be used. These will be organised and run by the Human Resources/Learning & Development Provider team in conjunction with the recruiting manager and are likely to include assessment tools such as role playing exercises, psychometric and aptitude testing, team exercises as well as interviews.
- 7.2 The Human Resources team will assist with the arrangements for all interviews; send out the necessary forms and working with the recruiting manager/admin support to deal with the administration. Where appropriate the Human Resources team will organise any testing requirements.
- 7.3 Managers conducting interviews will ensure that the questions they ask job applicants are not in any way discriminatory. The interview will focus on the needs of the job and skills required to perform it effectively and reflect the CCGs values and expected behaviours.
- 7.4 A record of every recruitment interview must be made including a closing summary of the candidate's skills, abilities and experience, and passed to the Human Resources team, where it will be retained for a suitable period of time (approx. 6 months).
- 7.5 On no account should any firm or final job or salary offer be made during or at the end of an interview. Where an offer is to be made at the end of all interviews for a given post, the manager can inform the candidate that an offer will be made subject to pre-employment checks and references being taken. The Manager must inform the Human Resources team, who will then take up the checks and references. The Human resources team will advise the successful candidate verbally or in writing of the outcome of their interview if the manager has not done so, and then formalise any offers of employment.
- 7.6 Unsuccessful candidates will be advised in writing by the Human Resources team, or via the recruitment agency as soon as is practicable following a decision. If it is anticipated that there will be a delay in confirming the outcome of the interview, the Human Resources team will send a holding letter or advise the recruitment agency of the reasons for the delay.

- 7.7 Where appropriate, skills tests will form part of the second interview/be administered prior to the second interview. Advice/guidance/involvement of a HR specialist must be sought well in advance of a candidate's attendance for interview.
- 7.8 The panel should assess each candidate against the criteria outlined in the person specification for the post, using the Interview Assessment Form shown at Appendix C. Detailed notes should be taken throughout the process and then returned to the HR Administration Department once the interviews are concluded where they will be stored for a period of 6 months and then destroyed, in accordance with Data Protection requirements.

## **8. External Assessors**

- 8.1 It may also be necessary or desirable to involve an external assessor in the selection process. The recruiting manager will be responsible for making the appropriate arrangements in this respect and for ensuring that reimbursement is provided for expenses incurred by the assessor for the purposes of participation.
- 8.2 The recruiting manager should then ensure that the Human Resources team have the necessary information relating to external assessors in order that they may send copies of the documentation prior to the interviews.
- 8.3 The external assessor will be able to ask questions of the candidates at interview, however, their primary purpose will be to advise on the professional competence of candidates and their ability to fulfil the criteria for the post. The external assessor will not be permitted to take part in the appointment decision.
- 8.4 Any panel members, including the external assessor, must declare a conflict of interest as soon as this becomes apparent in order that alternative arrangements can be made.

## **9. RECRUITMENT AND SELECTION TRAINING**

- 9.1 Employees involved in selection activity must be appropriately trained in order to participate. Managers will be responsible for advising the Human Resources provider well in advance, of anyone they anticipate may be involved in selection activity. The Human Resources provider will arrange the necessary training.

## **10. APPOINTMENT**

- 10.1 The Human Resources team will make all final and formal offers of employment. This is to ensure that terms and conditions and processes are adhered to and are consistent across the organisation and that the candidate is absolutely clear about the offer before taking up their position.

- 10.2 Start dates will be agreed based on negotiation with the candidate and assuming all process and requirements are in place. Where an existing employee has been made an offer it is expected that the current and new line manager will negotiate a release/start date, however where agreement cannot be made it is expected that all employees honour their existing notice period.
- 10.3 The Human Resources team will send a formal proposal of terms and conditions of employment. The proposal will consist of a standard offer letter and a summary of employment. Internal candidates will be sent written confirmation of the position and any change of terms and conditions will be outlined therein.
- 10.4 The candidate will be asked to respond by confirming acceptance of the terms and availability of start date.
- 10.5 It is the responsibility of the Human Resources team to ensure timely receipt of satisfactory references, identity checks, health and medical checks, and sight of documents that prove the individual is legally entitled to work within the United Kingdom prior to the candidates starting their employment.
- 10.6 New recruits may be allowed to commence work within the CCG provided the following requirements are met:
- all other pre-employment checks, including reference and professional registration etc., have been completed and found to be satisfactory;
  - where appropriate the specific risks associated with the new recruit starting work prior to receipt of their CRB have been identified and assessed;
  - measures to be put in place to mitigate this risk have been identified; and
  - monitoring arrangements to cover the period from the employee's commencement until CRB clearance is confirmed have been identified.

## **11. RECRUITMENT OF VOLUNTEERS AND INDIVIDUALS ON UNPAID WORK EXPERIENCE**

- 11.1 Surrey Downs Clinical Commissioning Group is committed to assisting with workplace practice and offering those on back-to-work schemes an opportunity to gain experience in a health care environment. It is also recognised that volunteers from the local community can make a valuable contribution to the services provided by the CCG. All managers considering offering work placements or recruiting volunteers should be clear about the following before proceeding:
- the length of the placement to include a specific end date
  - the suitability of the service/area to accommodate a work placement
  - whether there are sufficient staffing levels to provide adequate supervision/support and to ensure that volunteers or those on workplace experience will not be left unsupervised with children or vulnerable adults.

- 11.2 If a line manager is uncertain as to the suitability of the work placement, then a risk assessment should be completed prior to any decisions being made. The manager should liaise closely with the school/college/university/agency with regards to all aspects of the placement. A meeting between all the parties concerned should be arranged in order to ensure that the placement is suitable, and to both clarify expectations and establish clear boundaries. In the vast majority of cases it is anticipated the school/college/university/agency will be responsible for initiating a formal agreement between both parties specifying the responsibilities of each party with regard to the placement. This will constitute a contractual arrangement. Otherwise, the HR Administration Department will issue a standard honorary contract on behalf of the manager for the duration of the placement. Where placements are for a period of 6 weeks or more, a contract will always be issued.
- 11.3 In the case of the latter, the manager will be required to indicate which of the pre-employment checks (if any) are required prior to the contract being issued. The manager should ensure that a full local induction programme is designed to ensure the individual is aware of all CCG policies and guidelines within which they would be expected to work.
- 11.4 When the placement ends, the manager should provide feedback both to the individual concerned and the school/college/university/agency in terms of their progress. They should also seek feedback in terms of the effectiveness of the placement.
- 11.5 The manager may end a work placement at any time should it be deemed necessary and, in any event, they should inform the HR provider team when they wish to terminate the honorary contract.

## **12. INDUCTION**

- 12.1 The Human Resources/Learning & Development provider teams will liaise with CCG managers and all other relevant departments in arranging an appropriate induction for all new members of staff.
- 12.2 Managers (or person designated as appropriate) and the new employee will be responsible for ensuring the timely and effective induction of the new members of staff into their team, following the CCGs induction programme.
- 12.3 The Contract of Employment will form part of the Induction process, and managers must ensure that they go through the details of this and obtain two signed copies of this on the employees first day (one to be retained by the employee and one to be returned to the Human Resources team for keeping on their personnel file).

## **13. REFERENCE DOCUMENTATION**

'Safer Recruitment – A guide for NHS Employers' (NHS Employers, 2006)  
Recruitment Factsheet (CIPD, 2008)

Policy Approved by: Governing Body  
Date:  
Review: 3 Years  
Policy Owner: Chief Operating Officer

**Appendix A**

**SHORT-LISTING MATRIX**

To be completed with reference to the person specification

<b>CANDIDATE →</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>SELECTION CRITERIA</b> ↓							
Education/Qualifications							
Knowledge							
Skills							
Experience <i>General</i> <i>Specific</i>							
Approach							

**Key:**

2 - Clear evidence of requisite criteria

1 - Limited evidence of requisite criteria

0 - No evidence of requisite criteria

## Appendix B

### SHORTLIST FORM

#### Instructions for Use

This form has is for use in conjunction with the application forms to facilitate short-listing for the interview process. You should now short list the application forms and complete this form. This form should be thoroughly completed to ensure the candidates are given the correct instruction for attending your interviews.

Please ensure there is a minimum of **10 working days** between the time we receive the form and the date of your intended interview. The more notice we can give candidates for interview the more likely they are going to be able to attend. Please return this form and all original application forms to the Human Resources Department. To ensure they reach us quickly please e-mail this form back to us or consider sending 1<sup>st</sup> Class in the external post.

**Post:**

**Recruitment Ref No:**

**Date of Interview:**

**Venue:**

**(Please be Precise and include a map)**

**Candidates report to:**

#### **Interview Panel.**

The following table needs to be completed to ensure each member of the interview panel is clearly contactable. Please place the panel member in the **first box** who will be responsible for the completion of the Preferred Candidates Form (COM1A) and interview reports.

<b>Designation</b>	<b>Name</b>	<b>Job Title</b>	<b>Work Address</b>	<b>Tel Number</b>
<b>Chair</b>				
<b>2</b>				
<b>3</b>				
<b>4</b>				

**Person Responsible for the Post.** (If not one of the above please provide all details as above).

**Tel No:**

**Fax No:**

#### **Candidates to be invited to interview:**

**N.B.** If you have a prior consideration candidate (e.g. an 'At Risk' candidate) and you are unsure of the procedure, please contact your Human Resources Business Partner.

Time	Candidate

Please tick the box if any special instructions are to be included in interview e-mail.

**Please type below Special Instructions for candidates to be included in the interview e-mail :**

### **Criminal Records Bureau Disclosure:**

The Criminal Records Bureau (CRB) acts as a 'one-stop-shop' for organisations, checking police records and, in relevant cases, information held by the Independent Safeguarding Authority (ISA). There are two levels of CRB check currently available; called Standard and Enhanced Disclosures.

CRB checks became a mandatory part of NHS recruitment in 2005 and apply to every new recruit who has access to vulnerable adults or children as part of their normal duties. Mandatory checks will include all medical, nursing and other staff with direct patient contact, as well as staff whose work provides access to patients in the course of their normal duties, such as cleaners and maintenance staff.

### **Enhanced Disclosure:**

This is the highest level of check available to anyone working in *regulated activity* with children or vulnerable adults. Enhanced CRB checks contain the same information as the Standard Disclosure but with the addition of;

- any relevant and proportionate information held by the local police forces.
- a check of the new ISA Children and or Vulnerable Adults barred lists where requested.

**Do you require an Enhanced Criminal Record Disclosure? YES  NO**

(This is required for all staff who will be working with or have any contact with vulnerable adults and/ or children)

**What happens next?**

On receipt of this form we will invite candidates for interview. Interview panel members will be sent interview packs shortly before the interview date.

Please return this form with all application forms to: Human resources Team, NHS South Commissioning Support Unit, Omega House, Eastleigh, Southampton, SO50 5PB

**Appendix C: INTERVIEW ASSESSMENT FORM**

**Post Title:**  
**Department:**  
**Interview Date:**  
**Name of Candidate:**

<b>Criterion/Question</b>	<b>Score</b>	<b>Comments</b>

**Overall assessment:**

**Key**  
2 Clear evidence of requisite criteria

- 1 Limited evidence of requisite criteria
- 0 No evidence of requisite criteria