

Recruitment and Selection Policy

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1. Quick Reference Guide

This policy details the Trust's Recruitment and Selection Policy and provides information on the key principles when recruiting in the Trust. More detailed information on the recruitment process can be found in the associated Recruitment Procedure.

2. Introduction

2.1 Salisbury NHS Foundation Trust ("the Trust") recognises that people are key to successfully delivering its vision, mission and strategy. The Trust expects that vacancies are filled by individuals with the appropriate expertise and experience to enable the Trust to fulfil its aims and objectives.

2.2 The recruitment process is the first experience a potential employee has of the Trust. It is therefore important that the experience is as positive as possible to ensure candidates are left with a positive image.

2.3 The Trust must have; the right workforce, with the right skills, in the right numbers, with the right competence who share the same values to support effective team working and deliver excellent, high quality patient centred and customer care and experience.

2.4 The Trust is committed to:-

- Promoting equality of opportunity and treatment of any individual engaged in the recruitment and selection process, and ensuring that there is no discriminatory practice on the grounds of age, disability, gender re-assignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex and sexual orientation.
- Safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. (Reference: Wiltshire LSCB: <http://www.wiltshirelscb.org/> ; Wiltshire Safeguarding Children Board: <http://www.wiltshirescb.org.uk/>)

Version Details

Version No.	Updated by	Updated on
1.0	Directorate HR Manager	24/10/2012
2.0	Bank HR advisor	
3.0	HR Manager	June 2017
4.0	Recruitment Services Team Lead	Sept 2018
5.0	Head of Resourcing	October 2020

3. Purpose

The purpose of this policy is to:-

- Recruit and retain skilled people to enable the Trust to achieve its aims and values.
- Provide advice and guidance for all managers involved in the recruitment of employees.
- Promote the Trust as an employer of choice.
- Set out a systematic framework to promote objective, fair and transparent recruitment practices throughout the Trust.
- Ensure effective and efficient recruitment practices that are cost effective and improve retention.
- Ensure that the recruitment and selection procedure promotes a positive image of the organisation.
- Ensure recruiting managers are competent to fulfil their obligations within the policy.

4. Scope

4.1 This policy applies to all staff directly employed by the Trust. This includes; the recruitment and selection of contractors for contracts for services, volunteers, trainees, secondees and staff on honorary contracts or on joint contracts with the Trust and another employer.

4.2 The policy covers all areas of recruitment including; review of the post, job description, person specification, advertising, shortlisting, selection, interviewing and assessment, appointment, pre-employment checks and induction.

4.3 Appointments to Junior Doctors will follow the same process as described within this policy if the recruitment campaign is being run by the Trust and not a national recruitment process or through a specified Deanery.

5. Duties and Responsibilities

5.1 The role of the Recruitment Team is to:

- Co-ordinate the administrative activity associated with recruitment processes; processing all paperwork for the end-to-end recruitment process when recruiting new or existing staff.
- Review, co-ordinate and provide advice on advertisements to ensure legality and consistency of style and effective advertising;
- Provide advice and guidance on recruitment methods to ensure that candidates are assessed appropriately on their suitability;
- Monitor and report performance and compliance against the parameters of this policy, and levels of recruitment activity;
- Support managers where candidates have identified the requirement of adjustments to attend interview;
- Check if any adjustments are required for the candidates;
- Fully utilise the capabilities of NHS Jobs and Trac and ensure managers are fully utilising the benefits also;
- Where necessary co-ordinate the process associated with applications requiring permission to work in the UK;

- Process offers of employment and ensure candidates are checked in line with the NHS Employment Check standard and Trust's local policy;
- Provide management information on the efficiency and effectiveness of media used;
- Generate and provide key performance data on all aspects of the recruitment process;
- Monitor that best practice is adhered to and statutory requirements met throughout the process;
- Offer Managers the opportunity to receive training in the various aspects of recruitment and selection.

5.2 The role of the Recruiting Manager is to:

- The Recruiting Manager is responsible for completing all areas of Trac for the end-to-end recruitment process when appointing new or existing staff.
- Ensure that workforce requirements within their department are reviewed regularly to meet the needs of service users.
- Responsible for planning and organising their selection events.
- Ensure sufficient funding is available within staffing budget to actively recruit to a post.
- Seeking necessary approval from the necessary partners to fulfil all current advert approval processes.
- Identification of skills and attributes, writing the job description and person specification for the vacant position.
- Preparation of any additional information required for applicants.
- Support identification of the level of DBS check required.
- Overall management of the assessment process, including shortlisting, interview schedule, facilities for interview.
- Ensure appropriate adjustments are made for candidates if required.
- Provide feedback as requested by candidates both internal and external as to why they were not shortlisted or successful at interview.
- Ensure that Trac is updated with the successful and unsuccessful candidates.
- Liaise with and maintain contact with the Recruitment Team throughout the recruitment process.
- Update Trac with the outcome from the interviews.
- Actively signing off pre-employment checks eg references in a timely manner to ensure that delays are not created.
- Organise access and training for any Trust systems eg email, Lorenzo etc required.
- Create a tailored local induction in accordance with the Trust's requirements.
- Maintain contact with the candidate during the period where pre-employment checks are being undertaken, to advise them of progress and to ensure they are aware of the Trust's continued interest in them.
- Adhere to legislation and best practice as identified in this and other relevant Trust policies e.g. Managing Implications of Organisational Change (including Redundancy), Attendance Management and Performance Management
- Promote, consider and accommodate flexible working patterns such as part time, job share, self-rostering, compressed hours, annualised hours, term time hours, career breaks etc. subject to service needs.

- Maintain up-to-date knowledge by participating in the Trust's recruitment and selection workshop covering various aspects of recruitment, i.e. selection, interviewing, job descriptions, person specifications, equal opportunities etc.

6. Definitions

For the purpose of this policy, the term "Recruiting Manager" is used to describe the person responsible for co-ordinating the recruitment of staff in a particular episode. Their actual job title may vary and include Divisional Clinical Director, Divisional Operations Director, Divisional Manager, Divisional Head of Nursing, Matron, Lead Clinician, Head of Department, Sister, Charge Nurse etc.

Although the Medical HR Team will be aware of the recruitment of doctors in training, this is managed by Deaneries and only rarely will the Trust be required to recruit to such posts, however if recruitment is necessary then the normal Trust processes will apply.

7. Workforce Planning and Control

Workforce planning is a key tool to ensure that an effective supply of trained, skilled and suitable staff are available to meet current and future service demands of the Trust. The planning process is conducted in conjunction with strategies for training and development.

7.1 Vacancies can arise through planned expansions in service or through turnover caused by staff leaving the Trust. Expenditure on staff pay represents a significant proportion of the Trust's overall cost in delivering high quality health services.

7.2 The Trust, through robust workforce controls, commits to ensuring changes in staffing levels are financially sound and have a benefit to efficiency or to patient care. Recruiting managers will demonstrate:

- a tangible need to recruit,
- they have considered other options (such as workforce redesign)

8. General Principles

8.1 Vacancies

All Trust vacancies must be advertised and managed through Trac and NHS Jobs (the national e-recruitment website) except where this is an organisational change process in place (in these cases please refer to the Trust's Organisational Change Policy and Procedure).

Where agreed with the recruitment team, other avenues for advertising can be used but this must always be alongside a Trac/NHS Jobs advert.

8.2 Repeat Applicants

If a candidate has attended an interview and been unsuccessful then they may not be invited to attend another interview for the same or similar role within a 6 month period. This will be dependent on the feedback given to the unsuccessful candidate after the recruitment episode. Where a candidate continues to apply for the same or similar posts in close succession, managers may use their previous performance within the Trust as a reason for not including the applicant in their shortlisting.

8.3 Equality and Diversity

The Trust is committed to promoting equality of opportunity and treatment of any individual engaged in the recruitment and selection process, and ensuring that there is no unlawful discriminatory practice on the grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex and sexual orientation.

The Trust believes that recruitment and selection decisions should be based on the individual's ability to undertake the duties and responsibilities of the job. It also encompasses the individual's potential for development and ability to make a positive contribution to the Trust.

8.4 Applications that Contain False Information

Please note that any attempt to submit, or present any document that is either fake, or has been altered with the intention of falsifying a person's identity, may be a potential offence under either the Identity Documents Act 2010 or the Fraud Act 2006. Similarly any attempt, whether successful or not, to present false information such as a candidate stating they have work experience or qualifications which are not true could be an offence under the Fraud Act 2006.

The Trust takes fraud against the NHS very seriously and any such instances, even if that person does not gain employment, should be referred to the Trust's Counter Fraud team for investigation.

All posts when they become vacant must be reviewed by the Recruiting Manager in order to establish whether they should be replaced like for like or whether they can be used in a different way according to service need.

8.5 All posts to be advertised must be authorised via Trac. Non-medical and non-clinical vacancies are subject to final authorisation by the Workforce Controls Panel.

8.6 New medical and dental posts are approved by the Joint Board of Directors (JBD) and then added to Trac for final authorisation using the processes described in the Recruitment Procedure.

8.7 The Trust will, as a minimum advertise all vacant posts on Trac/NHS Jobs (restricted to internal applicants only, where appropriate). This will include secondment and job share opportunities, and newly created posts.

8.8 There are a few exceptions to the need for advertising through Trac and these are:

- Where posts are held for limited competition where redundancy may otherwise occur.
- Posts appointed to as an alternative to dismissal (in accordance with the Trust's Disciplinary Procedure).
- Posts appointed to by third parties e.g. National Management Trainees
- Other vacant posts where it is felt that the need to offer secure employment to existing employees mitigates against advertisement (e.g. cases where ill health of an existing employee requires them to be redeployed to a different post in accordance with the Trust's Capability Procedure, Management of Attendance policy).
- Where posts are nationally or regionally restricted by the NHS to a pool of candidates whose posts are at risk e.g. as a result of NHS re-organisation

- Other vacant posts where for legal reasons or to comply with other Trust policies it is necessary to restrict appointment to particular individuals making advertisement inappropriate (e.g. cases of re-instatement, return from maternity leave, career break, TUPE etc.).

8.9 Recruiting Managers are required to assess all candidates against the Trust's values and behaviours.

8.10 New employees cannot start work until they have all their pre-employment checks in place and until they have attended the Trust induction which takes place every Monday.

8.11 The detailed recruitment procedure along with all supporting documentation can be found here: <http://intranet/departments/employee-relations-hr/recruitment/toolkit/>

8.12 It is important that the recruitment process is undertaken in a timely way and the recruitment team will endeavour to action all elements with their SLA. Managers can support this by ensuring they update Trac as quickly as possible following the interview.

9. Pre-Employment Checks

The Trust has robust processes in place to ensure that children and vulnerable adults are cared for by appropriate teams or individuals. Thorough checks are carried out on all candidates offered a post with the Trust in line with the requirements of the NHS Employment check standards. This includes internal transfer, volunteers, students and trainees.

Where workers are supplied to the Trust by employment agencies or through the services of a contractor, assurances will be sought as to the pre-employment checks undertaken by the agency.

All processes relating to pre-employment checks can be found in the Pre and Post Employment Checks Policy available on the Trust Intranet.

10. Using Recruitment Agencies to Support with Recruitment (Substantive or Fixed Term Assignment)

There may be occasions where recruitment agencies are required to support with recruitment eg head hunting, vacancies identified as hard to recruit.

Where this is the case, it is preferable that framework agencies are used.

The Recruiting Manager will also be required to provide evidence eg email, that they have their Division's authorisation to do this due to the recruitment fee that will be charged if an appointment is made.

Before contacting an agency the Recruiting Manager should contact the Head of Resourcing for further advice and guidance.

Applicants recruited through an agency are still subject to the pre and post employment checks as detailed in the Trust policy and will be required to attend Trust induction.

11. Monitoring Compliance with and the Effectiveness of this Policy

The following factors will be monitored for compliance of this policy:

- Vacancy fill rates
- Recruit to hire time
- Monthly Trust Board reports detailing staff turnover rates
- Equality and diversity monitoring

12. References

This Recruitment and Selection policy complements the following Trust documents all available on the intranet:

- Equality, Diversity and Inclusion Policy
- Employment of People with Disabilities Policy
- Managing Implications of Organisational Change Policy (Inc. Redundancy)
- Attendance Management Policy
- Performance Management Policy
- Medical Induction Procedure
- Relocation Assistance Policy
- Recruitment & Retention Strategy
- Control of Banding policy
- Records Management NHS Code of Practice Part 2 (2nd edition)

13. Equality Impact Assessment for Policies

Salisbury NHS Foundation Trust aims to design and implement services and policies that meet the diverse needs of its services, population and workforce, ensuring that none are placed at a disadvantage over others

This document has been assessed against the Trust's Equality Impact Assessment Tool which was presented to the ratifying committee.

Post Holder /Author Responsible for Policy:
Date Written:
Approved By:
Ratified by:
Next Due for Review: