

Recruitment & Selection

Policy: HR19

Description

To provide guidance and support to Recruiting Managers of the Trust on the Recruitment and Selection of staff.

If you require this document in a different format or language please speak to a member of Trust staff.

If you would like to provide feedback about our services Contact PALS – 01392 675686 or email dpn-tr.pals@nhs.net

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Appendices – See Separate Documents on the Daisy intranet

Appendix 1 -Expressions of Interest Protocol

Appendix 2 -Secondment Opportunity Protocols

Appendix 3 -Agency Placement Checklist

Appendix 4 -Recruitment & Selection of Consultant Medical staff and Speciality Doctors

Appendix 5 -Appointment of Doctors in Training

Appendix 6 -Appointment of Locum Doctors

Appendix 7 -What is Values Based Recruitment?

Policies which should be looked at in relation to this policy are:

- [Volunteers HR46](#)
- [Work Experience HR77](#)
- [Equality, Diversity & Inclusion G09](#)
- [Reserve Forces – Training & Mobilisation HR68](#)
- [Flexible Working Policy HR47](#)
- [Job Share HR08](#)
- [Fit and proper persons regulations standard operating procedures HR84](#)
- Declaration of Interests, Gifts and Secondary Employment HR12

1. Introduction

- 1.1. Devon Partnership Trust (hereafter referred to as “the Trust”) is committed to being a centre of excellence. One of our strategic aims is to attract and retain talented people and to create a great place to work, with a shared sense of pride and ambition.
- 1.2. The policy is designed to assist managers to recruit and select the best candidates for our vacancies who can demonstrate they meet the values of the Trust. In doing so it also enables us to meet best practice and includes the necessary checks and balances to ensure safe services, meeting employment legislation and NHS governance requirements.
- 1.3. The Trust places a high emphasis on its staff having the right values, values to support effective team working in delivering excellent patient care and experience. We therefore recruit on values as well.
- 1.4. It is our aim to ensure that we undertake recruitment together with people that use our services and/or their carers within our core services.

2. Purpose

- 2.1. The aims of the policy are to:
 - Support the delivery of our strategic aims.
 - To support values-based recruitment, to attract and recruit on the basis that candidates' individual values and behaviours align with the values of the NHS constitution and the Trust.
 - Ensure we continue to recruit a diverse, skilled and flexible workforce that shares or aspires to the values of the Trust.
 - To provide a fully inclusive and accessible recruitment process that encourages applications for all sections of the community, regardless of any protected characteristic as governed by the Equality Act 2010.
 - To meet best practice and legislative requirements.
 - To ensure we meet our commitments to the Disability Confident Symbol, interviewing all applicants with a disability who meet the minimum criteria for a job vacancy and considering them on their abilities.
 - To create transparent and clear recruitment process
- 2.2. We will appoint the best person for the role, based on their values, skills and experience. Principles including fairness, credibility and equal opportunities underpin recruitment and selection at the Trust.

3. Duties within the Organisation

- 3.1. It is the responsibility of the Trust and its employees to promote equality in employment and anti-discriminatory practices.
- 3.2. It is the responsibility of each Head of Department/Service to ensure that this policy is carefully followed within their department/service. All Heads of Departments/Services should make members of their staff aware of the obligation to familiarise themselves with and follow this policy.

- 3.3. **Appointing Officers** will have the responsibility ensuring this policy is carefully followed during recruitment. They will be responsible for demonstrating open, fair and reasonable treatment to existing and prospective employees.
- 3.4. **Resourcing Team** is responsible for the provision of an effective and efficient recruitment service and ensuring the completion of pre-employment checks. The Department will be responsible for supporting Appointing Officers and offering advice and guidance on the recruitment and selection of staff, ensuring best practice and compliance with equal opportunities at all times.
- 3.5. **Trust Executive Committee** – to obtain assurance that recruitment processes are meeting the Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES) and Equality Act requirements and take action where appropriate.

4. New Jobs and Job Vacancies

- 4.1. The occurrence of a vacancy is an opportunity to review the necessity for the post and its duties, responsibilities and grade.
- 4.2. Where the duties of a post have changed significantly the appointing manager must seek advice from the Job Evaluation Team as to whether the role needs to be re-evaluated via the job evaluation process.
- 4.3. When a vacancy arises, consideration must be given to staff who posts are 'at risk' as outlined in the Trust Redeployment and Redundancy Policy.
- 4.4. Significant staffing developments will require an equality impact assessment.

5. Approval

- 5.1. All Trust vacancies are subject to the current approval process via NHS Jobs. Process guides are available on the Trust Intranet Site.
- 5.2. For positions where cover for 12 weeks or less is required within a department, or where existing staff are required to increase their working hours for a period of 12 weeks or less please refer to Appendix 1 – Expressions of Interest protocol.
- 5.3. From time to time secondment opportunities arise for individuals to assist and contribute to projects, short-term assignments, enable job swap/rotation opportunities and cover for substantive roles, which may become vacant for one reason or another. See Appendix 2 for the full secondment protocol.

6. Advertising

- 6.1. All Trust vacancies will be subject to the agreed advertising process which can be made up of a staged release programme.
- 6.2. Consideration will be given to those staff within the Trust and the health care community with 'At Risk' status before or during the advertising and appointment process - see [HR07 Redeployment and Redundancy](#)
- 6.3. Advertisements will be written taking care not to discriminate either directly or indirectly.
- 6.4. All Trust advertisements will be placed on the NHS Jobs website.

- 6.5. Offers of Relocation Packages should be present in the advertisement, in accordance with HR23 Relocation and should only be offered in exceptional circumstances, and in areas where recruitment of suitable candidates has been proven difficult.
- 6.6. Advertising methods and media will be selected to ensure that jobs are advertised in the most appropriate and cost effective way. Positive action may occur to address under-representation e.g. making young carers aware of opportunities within the Trust.
- 6.7. Expressions of Interest may only be used for internal vacancies of 12 weeks or less, for further information on Expressions of Interest please refer to Appendix 1 – Expressions of Interest Protocol.
- 6.8. For recruitment of Medical Staff please refer to Appendices 4,5 and 6.

7. Disabled applicants and reasonable adjustments

- 7.1. Disabled applicants* who request to be considered under the guaranteed interview scheme and meet the minimum criteria for the post (e.g. essential criteria) must be offered an interview. Appointing Officers along with advice from HR Connect are responsible for considering and implementing any reasonable adjustments throughout the selection process.
- 7.2. Appointing officers must take positive steps to ensure that disabled applicants can fully participate in the selection process, removing or minimising disadvantages that disabled applicants may experience.
- 7.3. Appointing managers are encouraged to make telephone contact with any candidates that state that a reasonable adjustment is required, to enable them to understand the candidates need in more detail and to discuss how the process can be adapted to support them. Advice should be taken from the HR connect or the Equality, Diversity and Inclusion Lead when required.
 - 7.3.1.*Someone is disabled under the Equality Act 2010 if they have a physical or mental impairment that has a 'substantial' and 'long-term' adverse effect on their ability to carry out normal day-to-day activities. This means that, in general, the:
 - person must have an impairment that is either physical or mental
 - impairment must have adverse effects that are substantial
 - substantial adverse effects must be long-term, for example, it takes much longer than it usually would to complete a daily task like getting dressed
 - long-term substantial adverse effects must be effects on normal day-to-day activities, such as a breathing condition that develops as a result of a lung infection)
- 7.4. Invites to interview will ask candidates if they require any reasonable adjustments for the selection process. Reasonable adjustments could include, for example, issuing interview questions in advance to neurodiverse candidates or considering whether adjustments need to be made to additional tasks such as a presentation.

8. Shortlisting

- 8.1. Shortlisting should be completed on the NHS Jobs shortlisting matrix and must be based upon the essential requirements for the post as detailed on the person specification. Where there are high levels of applications it may also be necessary to shortlist on desirable criteria.

- 8.2. Appointing Officers are responsible for evidencing reasons for shortlisting and offering applicant feedback as requested.
- 8.3. Only applications on Trust approved application forms will be considered unless reasonable adjustments have been agreed by a senior Workforce manager.
- 8.4. In circumstances where only one person applies for a position this candidate must be considered and interviewed if appropriate before considering re-advertising.
- 8.5. Where the recruitment manager identifies plagiarism or similarities in application forms submitted then consideration should be given for those applications to be rejected and a note made that the applications are identical and not credible.

9. Selection Process

- 9.1. It is best practice to state the interview date within the advert. This allows candidates to prepare in advance and likely to lead to greater attendance at interviews. Where interview dates are not included in the advert candidates will receive 7 calendar days' notice of the interview.
- 9.2. Interviews will be planned, structured and consistent for each candidate, taking reasonable adjustments into consideration. Dates should be selected to avoid major religious/belief festivals, and Friday to Sunday to be avoided if at all possible.
- 9.3. Interviews will assess the values of candidates as well as their skills, experience and competence. Values based recruitment will form a major part of the recruitment process.
- 9.4. Interview panels must consist of a minimum of 2 members and where possible be diverse in membership. The chair of the interview panel should be of an equal or higher pay band than the band of the vacancy being recruited to. A decision to recruit should only be made by the appointing manager, who is normally the line manager.
- 9.5. Interview panels for Medical Staff must be convened to the Advisory Appointments Committee, Constituted in accordance with the NHS (Appointments of Consultants) Regulations 1996 (b) or HC (88) 58 for SAS doctors. For further information please refer to appendices 4, 5 and 6.
- 9.6. At least one panel member must have received Recruitment & Selection Training. Other panel members should have familiarised themselves with this and associated HR policies prior to interview. All panel members must be in date with their core equality and diversity training.
- 9.7. The interview panel will be responsible for providing timely written or electronic evidence of interviews and the decision-making process and offering candidate feedback.
- 9.8. Interviews will be scored using the appropriate scoring system applied. At the end of the interviews each candidate's performance should be matched against the criteria on the person specification/assessment proforma. If additional selection methods are used, these should be fed into the decision-making process at the end, and the candidate who best meets the selection criteria chosen.
- 9.9. Interview expenses are not reimbursed and should not be offered unless in exceptional circumstances, where it has been proved difficult to attract suitable candidates. In this case consistency among candidates for the vacancy must be observed.
- 9.10. Recruiting managers will store interview paperwork locally for unsuccessful candidates for a minimum of 9 months before securely destroying them.

- 9.11. Consideration should be given for telephone and/or online interviews where shortlistable applicants live a considerable distance away or applicants are unable to make a local interview e.g. due to work making a night shift or for reasons of infection control. Any arrangements for a telephone or Zoom/Teams interview should be followed up with a secondary face to face meeting prior to an offer of employment being made to determine the collection of necessary ID documents to prove the identity of the individual.

10. Appointments

- 10.1. When informing the preferred candidate Appointing Officers must ensure the offer is made subject to satisfactory pre-employment checks.
- 10.2. Offers of salary should be made at the bottom of the Agenda for Change pay scale. Any considerations to offer a higher salary should be submitted through the Business Justification Procedure. Business Justification form and guidance is available via the Trust Intranet site or Recruitment Team. All completed Business Justification forms should be held in the personal file.
- 10.3. It is mandatory that all new employees joining the Trust attend the appropriate Corporate Induction Pathway on their first days of work. This will be Virtual Trust Systems Training on the first morning of employment, "Welcome to DPT" day in first 3-6 months of employment and local induction arranged by directorate. Exceptions to this must be submitted via the Induction Exception form, available on the Trust Intranet site. Exceptions should only be considered if the risk to the Trust of the new employee not starting work, is greater than that of them starting without having completed their mandatory training, which makes up the content of the Induction Pathway.
- 10.4. Secondment opportunities should be supported by the line manager unless there is good business need not to, for further information on Secondments please refer to Appendix 2 – Secondment Protocol.

11. Pre-Employment Checks

- 11.1. In accordance with the NHS Employment Checks Standards offers of employment are subject to the following detailed checks, listed below. New employees are unable to commence work with the Trust until all checks are satisfactory and complete. Internal applicants will be required to have any checks undertaken that are appropriate to their new role.
- 11.2. Offers of employment may be withdrawn if a candidate knowingly provides false or misleading information; and/or unsatisfactory employment checks have been received. Offers of employment may also be withdrawn if we are unable to complete the pre-employment checking process in a timely way.
- 11.3. **Employment History and Reference Check** – Previous employment and/or training history must be checked before an unconditional offer of employment is made to a prospective employee. References and application forms should be cross checked as part of this process. The Recruitment Team will request written references for each external new starter covering the previous three years employment and/or training. One must be from most recent employer or from the appropriate Educational establishment if recently qualified.
- 11.4. **Internal applicants** – A reference will be required and generated using the business intelligence function on ESR to pull across appropriate information.
- 11.5. References should support factual information obtained from the candidate during the recruitment and selection process.

- 11.6. Any gaps in employment history should be explored carefully with the applicant at interview by the appointing manager. Depending on individual circumstances other types of reference may also be required as referred to in Employment History and Reference Checks, NHS Employment Checks Standard.
- 11.7. **Financial Security Checks** – Appointing managers are required to inform The Recruitment Team if the person they are appointing is to a position of trust, e.g. Chief Executive, Board Director or position that involves management and handling of organisational budgets in order for them to be credit checked. This does not include local budget managers, e.g. Ward Managers / Clinical Team Leaders.
- 11.8. **Declarations of Interest** - All NHS staff must declare any external interests which may have a bearing on their employment with the Trust – including secondary employment,
- 11.9. **Work Health Assessments** – The Occupational Health Department are responsible for providing a pre-employment screening service for all new starters who either require clinical contact with users of the services, or have declared a health issue that may require reasonable adjustments to their job role. Any special conditions of employment detailed by the occupational health department will be the responsibility of the Line Manager to ensure these recommendations are actioned and any vaccinations required are undertaken.
- 11.10. **DBS Criminal Records checks** – Appointing officers will need to identify the need for the requirement of a Criminal Record Check on the Record of Decision form for each individual post. It is illegal to apply for a disclosure on any post that is not exempt under the Rehabilitation of Offenders Act (Exceptions) Order, and to do so could render the Trust liable for legal action. See HR48 Criminal Records Policy for more information and refer to the Criminal Record and Barring Checks Standard, which outlines the requirement when appointing staff into positions which involve working or volunteering with children and/or adults that is of a specific nature.
- 11.11. The Trust will request criminal conviction information by issuing a Self-Declaration Form only where this can be justified in terms of the role being offered and where it meets the criteria for a Criminal Records check.
- 11.12. Where there is an urgent need to employ someone before the Criminal Records check has been completed, and all other checks have been completed, the appointing manager can complete a Criminal Records Exceptional Circumstances Form (available for staff on the Trust Intranet site under Working Here / HR Policies / [Criminal Records Disclosures Policy \(HR48\)](#) or upon request from The Recruitment Team) which must be considered by the Director of Service. If the request is approved, the employee may then commence work but must be supervised at all times until a satisfactory DBS Disclosure Certificate has been received. **NB** This exceptional circumstances form does not apply for those working with under 18's.
- 11.13. DBS Certificates will be accepted for checking online from applicants who have subscribed with the DBS Update Service.
- 11.14. The Trust does not accept disclosure information issued from other registered bodies or from DBS equivalent agencies e.g. Disclosure Scotland.
- 11.15. **Overseas Police Checks** – Where an appointed person requires a Criminal Records check, and has lived abroad for a continuous period of 6 months or more during the past five years, an Overseas Police Check or a “Certificate of Good Character” may be required from the relevant country before the commencement of employment. Appointed candidates will be notified to arrange their application with the necessary embassy/ies and to forward their documents to The Recruitment Team to arrange payment and processing. Applicants

serving overseas in the military for a period of 6 months or more in the past 5 years may be requested to submit an extract from their military record instead.

- 11.16. **Registration and Qualifications** –The Recruitment Team will check the registration of health professionals with the relevant regulatory body in accordance with the Professional Registrations and Qualifications NHS Checks Standard and the Trust's HR37 Professional Registration Policy. Where a check has been made by the relevant regulatory body it should not be necessary to verify qualifications separately.
- 11.17. For non-health professionals qualifications or registrations, which are essential for the job, must be checked prior to commencement of employment e.g. using [the home Page of ecctis.com](http://thehomePageofecctis.com) or contacting the appropriate professional body e.g. university bursar to check the documentation is genuine.
- 11.18. **Right to Work Checks** – In line with the Immigration Act 2014, it is a criminal offence for employers who knowingly employ illegal migrant workers and a continuing responsibility for employers of migrant workers to check their ongoing entitlement to work in the UK.
- 11.19. Right to work checks must be carried out on all new appointments to the Trust before their employment commences in accordance with immigration laws. Refer to NHS Check Standards and the Home Office website for further information on Right to Work Checks.
- 11.20. Verification of Identity Checks – Prospective employees must provide acceptable photographic documentation and acceptable documents providing their current address in accordance with the NHS Employment Checks Standard for Verification of Identity Checks in order that their application can progress and before any other pre-employment checks are undertaken. A face-to-face meeting is also essential in order that identity can be verified before employment commences.
- 11.21. **Employment Checks for Agency Staff** – Only approved agencies either registered under the Crown Commercial Services Framework, or who have Service Level Agreements/Contracts with the organisation, are to be used to ensure the correct minimum NHS Standard checks are completed. It is the manager's responsibility to check the Agency Placement Checklist (Appendix 3) to ensure the employment checks have been completed. Please request the checklist before the worker starts their placement. Please refer to Bank and Agency information available on the intranet.
- 11.22. **Equalities Monitoring** – The Trust will review on a regular basis the equal opportunities data relating to recruitment to comply with NHS standards and the organisational approach to equalities.
- 11.23. Anonymous recruitment and selection statistics will be published on The Trust's internet and intranet in line with the Trust's equalities strategy.
- 11.24. **Review** – The Trust will periodically review recruitment exercises to help ensure that this policy and procedure is being implemented effectively and to assist in ensuring continuous improvement.

12. Executive Director Appointments

- 12.1. Appointments made to Executive Director and Non-Executive Director positions will be made in line with the [Fit and Proper Persons Regulations Standard Operating Procedure](#)

13. Time off for interviews

- 13.1. Staff applying for positions within the Trust will be afforded paid time off to attend interviews, the time would normally be 2 hours.

- 13.2. Staff applying for positions externally to the Trust will need to agree time off in advance with their line manager using annual leave or time owing.

14. Monitoring

- 14.1. Current staffing data will be made available to managers to ensure that this Trust achieves its aims of employing a workforce who meets service requirements and reflects the composition of the local community.
- 14.2. The Trust will identify existing and potential levels of disabled and ethnic minority employees and employees by gender, in order that targets can be agreed and action taken where appropriate.
- 14.3. Monitoring process will be in place to cover the following areas:
- Exit Interview survey results are monitored when received and escalated to the senior HR team to analyse for any potential trends.
 - Advertising spend
 - Vacancy details report is produced monthly for the senior HR team to analyse and monitor.
 - Equality data from job applicants on NHS Jobs is produced quarterly and sent to the Trust Equality, Diversity & Inclusion Lead.
 - Staff Re-deployments are monitored on a weekly basis by HR Advisor and report to the Workforce Committee/Workforce Operational Committee.
 - The Resourcing Manager and Resourcing Team Leaders undertake internal audits on pre-employment checks to ensure compliance with the NHS Employment check standards.
- 14.4. The Trust will review and analyse the Office of National Statistics Census survey to help to inform decisions and identify trends.
- 14.5. Any delays in the process or missing records relating to appointments will be investigated and acted upon by HR Connect/appointing manager/senior HR team and in line with the relevant policy relating to that area of recruitment.
- 14.6. Failure to satisfy checking arrangements will result in employment offers being withdrawn although each individual circumstance will be considered on a case-by-case basis.

15. Workforce Planning & Development Considerations

- 15.1. A Recruitment & Selection Skill Training E-learning module is available for recruiting managers to attend. It provides guidance and advice on the skills needed for recruitment. e.g. Shortlisting, Interview techniques, assessment methods.

16. References

NHS Employers Check Standards: <https://www.nhsemployers.org/topics-0/employment-standards-and-regulation>
CQC Standards, Outcome 12 (Regulation 21)
Criminal Records Bureau - <https://www.gov.uk/disclosure-barring-service-check/overview>
NHS Employers – www.nhsemployers.org

Crown Commercial Services <https://www.gov.uk/government/organisations/crown-commercial-service>

[HR07 Redeployment and Redundancy Policy](#)

[HR13 Appraisal and Supervision Management Policy](#)

[HR23 Relocation Policy](#)

[HR37 Professional Registration Policy](#)

[HR48 Criminal Records Disclosures Policy](#)

[HR84 Fit and Proper Persons Regulations Standard Operating Procedure](#) Values

Based Recruitment Framework, Health Education England. Available at

https://www.hee.nhs.uk/sites/default/files/documents/VBR_Framework%20March%202016.pdf