



RECRUITMENT AND SELECTION POLICY

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FORMULATED VIA	Workforce Sub Committee	

POLICY CONTEXT

Employees are fundamental to the Trust's success. The Trust therefore needs to be able to attract and retain staff of the highest calibre. This policy outlines a strategic and professional approach to recruitment to achieve this. The policy also provides a framework for recruitment and selection that meet the requirements of the Equality Act 2010, the Care Quality Commission, NHS Employers guidance and all other relevant employment legislation.

POLICY REQUIREMENT

All employees who are involved in any aspect of recruitment need to be aware and adhere to the policy. There is also guidance around the TRAC recruitment system on the TRAC website.



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1 INTRODUCTION

1.1 Rationale

Ensuring we attract and retain the highest quality of employees with the right values and behaviours is absolutely critical in enabling the Trust to achieve its objectives. An effective recruitment process is critical in managing risk to the organisation. Appointing the right people will ensure high turnover, performance and conduct issues will be minimised.

The purpose of this policy is to provide guidance and standards to enable recruiting managers to attract, recruit and retain the best candidates in accordance with employment legislation and best practice.

The Trust will ensure that its recruitment, selection and promotion practices provide equal access/opportunities for all persons and are free from unfair or unlawful forms of discrimination.

This policy applies to all potential employees and staff employed by the Trust irrespective of age, disability, sex, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation, colour, ethnic or national origin and nationality, including citizenship. In the context of recruitment and selection, this means equitable and fair recruitment and selection of people according to their ability to do the job.

The Trust has signed up as a 'Disability Confident Employer'. This demonstrates our commitment to:

- Guarantee an interview to all disabled applicants who meet the minimum criteria in the person specification
- ensure that all criteria in the person specification are relevant to the job – review and revise job descriptions where necessary.

The Trust is committed to providing a working environment and culture which treats all staff and potential employees fairly and equitably. The application of this policy and guidance will apply equally to all staff including those on full time, part time and fixed term contracts.

This policy and the associated Recruitment and Selection Procedures, aim to reinforce the Trust's values as these are the underpinning principles of our organisation. Our values are "Honesty and Openness, Compassion, Dignity and Respect, Commitment."

The Trust will take Positive Action to encourage recruitment from under-represented groups. We have partnerships with the Job Centre and local colleges to encourage more young people to gain access to employment opportunities at the Trust. Recruiting Managers can target particular under-represented groups by stating in the job description that we would 'particularly welcome applications from...' and then insert the underrepresented group. . When making a decision between two candidates who have scored equally at interview, the Recruiting Manager may choose to make an offer to the candidate from the under-represented group. The Trust will ensure that all Positive Action is carried out under the Equality Act 2010.



1.2 Scope (Where, When, Who)

This policy applies to the recruitment and selection of all employees/bank workers/apprentices of the Trust except the following:

- Board appointments
- Contract for services appointments/contractors
- Volunteers
- Agency Recruitment

The policy does apply to medical roles, but there are certain specific provisions we need to adhere which are covered here:

http://webarchive.nationalarchives.gov.uk/20130103004835/http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_4102750.pdf

1.3 Principles (Beliefs)

This policy aims to ensure a fair and consistent approach to the Recruitment and Selection process when recruiting new staff into the Trust. The purpose of the policy is to set standards for recruitment and selection which support high quality patient care, comply with employment legislation and best practice, including NHS Pre Employment Check Standards and the Equality Act 2010 and contribute to effective risk management.

2 POLICY (Who)

2.1 Director of Workforce and Inclusion

The Director of Workforce and Inclusion is the nominated Director lead for the management of this policy and is directly responsible to the Chief Executive for facilitating the implementation of the policy.

2.2 Recruiting Managers

Recruiting Managers are responsible for implementing the Recruitment and Selection Policy. This includes:

- Analyse and review all vacant jobs, taking into account skills, competencies and experience required for the post.
- Ensure the current job description and person specification are still relevant for the post, and arrange for Agenda for Change job evaluation if required.
- Design and draft the advertisement and complete all necessary recruitment paperwork.
- Ensure all applications are assessed fairly, irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. Applications at shortlisting do not provide any person information or equal opportunity



data to ensure the process is fair. Appointments are made on the merits of the individual candidates.

- Ensure they have received training in recruitment and selection processes.
- Ensure interview notes are factual, clear and legible and include a scoring process for all candidates.
- Make offers of appointment and gives good, constructive feedback via telephone to unsuccessful candidates when requested
- Ensure that new staff receive local induction

2.3 Recruitment Team

The Recruitment Team is responsible for supporting managers with the end to end recruitment process, from placing the advert until the employee starts in post.

The Recruitment Team can provide advice and guidance to any manager involved in the process and in addition, provides regular formal training on recruitment and selection.

It is the role of the Recruitment Team to provide an efficient, professional and responsive approach to recruitment to enable vacancies to be filled as soon as possible.

3 PROCEDURE

3.1 TRAC

- 3.1.1 The Trust uses an online recruitment system called TRAC. All managers must use the TRAC system to manage their recruitment process. The Recruitment Team offer training in the use of the system and can help managers be assigned an username and password to access the system.

3.2 Reviewing Posts as they become vacant

- 3.2.1 Managers are responsible for reviewing the need for a post when it becomes vacant, taking into account whether the role is needed in the same format or whether the job could be done more effectively if the duties and responsibilities were redesigned. Any review of a post must take into account the impact on the wider team/service. Managers must be able to audit where any changes have taken place.
- 3.2.2 Before making a decision to recruit, the job description and person specification should be reviewed and updated if required. If this results in alterations, the job description should be sent to the relevant HR Business Partner for review to assess whether it needs to go forward to an Agenda for Change panel for job evaluation, as per the agreed process.

3.3 Agreeing the selection process



3.3.1 Consider, with input from the HR Business Partner, whether the post needs to go through job evaluation i.e. is it a new post or if there has been substantial changes to the job role, it may need to go through a job evaluation process.

3.3.2 The recruiting manager should also consider:

- Whether a secondment or internal transfer would be more appropriate to fill the vacancy.
- Whether the job is necessary.
- If there are any aspects of the job which may need amendment;
- Whether the vacancy is suitable for flexible working e.g. part time, job share.
- What sort of contract the position should be offered on e.g. permanent or fixed term.



Advice and guidance is available from the Recruitment Team.

3.4 Internal vacancies

- 3.4.1 Where it is anticipated there are appropriately qualified candidates within the Trust, the post can be advertised internally only. It is the responsibility of the recruiting manager to ensure that all candidates who would potentially be interested in the post are made aware of the vacancy and given the opportunity to apply.
- 3.4.2 All adverts will be advertised internally via the Trust's jobs website <http://jobs.bsmhft.nhs.uk/>
- 3.4.3 For roles at post band 8a and above, the advert must go out externally to ensure we have opportunities open to full employment market.

3.5 Short Term Secondment/Acting Up

- 3.5.1 If managers wish to advertise a short term secondment or acting up post of 3 months or less duration, they can advertise the role on the Trust intranet site, Connect. These will be included in the weekly vacancy bulletin and can managed locally without approval or a need to advertise on NHS Jobs. Applications can be submitted via an expression of interest
- 3.5.2 Managers must ensure that they use an open and transparent selection process for short term vacancies, allow adequate time for people to apply and follow advice on how to conduct interviews provided below.
- 3.5.3 If the role is to be extended or make permanent, they must be formally advertised and subject to the usual recruitment process.

3.6 Job Description

- 3.6.1 Job descriptions are an important part of the recruitment and selection process. A job description will ensure that recruiting managers are clear about the nature of the job to be filled and that employees/applicants understand the duties and responsibilities of the job. It also provides a basis for measurement of job performance. The Job Description and the Person Specification determine the appropriate banding for the job.
- 3.6.2 All posts must have an up-to-date, comprehensive description of the job and reporting arrangements. This should include a summary of the job purpose and key responsibilities.
- 3.6.3 Job Descriptions should be drawn up using the Trust template and guidance saved on the intranet. Adverts will not be placed without an up to date Job Description.

3.7 Person Specification



- 3.7.1 A person specification is an essential part of the recruitment process and specifies the skills and personal characteristics which are needed to perform the duties identified in the job description.
- 3.7.2 When preparing a person specification managers should ensure that the criteria for selection are objective, measurable, job related, clearly defined, justifiable and without discrimination as per the protected characteristics under the Equality Act .
- 3.7.3 The person specification helps to ensure that the recruitment and selection process is objective and does not become subject to personal bias. It is also a means by which managers can justify their decisions in any potential claim of discrimination and it is therefore essential that it is adhered to. When writing a person specification, consideration should be given to how each of the criteria will be assessed.
- 3.7.4 Person Specifications should be drawn up using the Trust template and guidance saved on the intranet. Further guidance will be provided in the Recruitment and Selection Training.



Adverts will not be placed without an up to date Person Specification.

3.8 Submitting a Recruitment Request

- 3.8.1 When managers wish to fill a vacancy they must complete a Vacancy Authorisation Request which must be completed via the TRAC system. This form must be completed by the recruiting manager. It will then be approved via the system by the Associate Director, finance and the HR Business Partner before a vacancy can be processed.

3.9 Advertising

- 3.9.1 Advertisements are an opportunity to present a positive image of the Trust as a good employer so information included should be realistic, factual and clear and should allow potential applicants to assess whether they have the essential criteria necessary to be considered for the role. The recruiting manager will be responsible for preparing the advertisement based on the information in the job description and person specification and taking account of relevant legal considerations. The advertisement should give enough information about the job, location, pay band, salary and minimum essential qualifications/experience to encourage suitable applicants.
- 3.9.2 Advertisements should be copied and pasted into the TRAC system as the Vacancy Authorisation Request stage.
- 3.9.3 Under certain occupational requirements, the Trust is able to specify a certain protected group that we are only accepting applications for. This is usually for male only applications, for example, due to the current workforce configuration in a Ward. This is only in certain circumstance and under the advice and agreement of the Recruitment Team.
- 3.9.4 If a post has been advertised in the last 3 months, managers can revisit applications if previous offered candidates have withdrawn or the same post becomes vacant again.

3.10 E Recruitment

- 3.10.1 All adverts will appear on www.jobs.nhs.uk and on our Trust vacancy web pages <http://jobs.bsmhft.nhs.uk> and all applications should be made online. Exceptions can be considered in certain situations, for example a disability that doesn't allow an individual to apply online.

3.11 External Advertising

- 3.11.1 Advertising externally in a publication may be required for certain types of specialist roles. The Recruiting Manager and the Recruitment Team will agree the correct publication to be used and the fee will be recharged to the Recruiting Manager's budget.



3.12 Closing Dates

- 3.12.1 The Recruiting Manager should discuss with the Recruitment Team when they wish to close the vacancy. There is no set time scale for a vacancy to be open, although between 5 and 10 days is a standard period.
- 3.12.2 Due to the high number of applications often received through e recruitment it is possible to close a vacancy early. All adverts should include the following paragraph: *'This post may close early due to high numbers of applications so you are advised to apply promptly.'* HR will monitor responses and will advise managers on number of responses in order for a decision to be made to close an advert.

3.13 Application Forms

- 3.13.1 The Trust uses the standard NHS application form, from the NHS jobs website and our Trust vacancy pages. All candidates must apply online for all jobs within the Trust. Paper applications will be discouraged unless there are special circumstances.
- 3.13.2 The NHS application form is separated into Parts A (containing personal information) and B (application information). Under the Department of Health guidelines, in conjunction with the Data Protection Act and Equal Opportunities Act, recruiting managers will not see part A until successful candidates have been chosen in order to promote fairness and equality.

3.14 Shortlisting

- 3.14.1 Shortlisting is the process of identifying those candidates to be invited for interview; this is done by assessing individuals against the person specification. Shortlisting should ideally be conducted by all members of the interview panel; this panel should remain the same for all applicants.
- 3.14.2 Panel members are responsible for declaring if they have a relationship (business or personal) with an applicant. In this situation, they should not sit on the panel for interview.
- 3.14.3 The NHS jobs website has the ability to filter unsuitable applications prior to shortlisting for example filtering out candidates who do not have the required qualification. The recruiting manager should discuss the possibility of adding pre- filtering questions at the start of the recruitment process with their Recruitment Assistant.
- 3.14.4 When the advert has closed the Recruitment Assistant will process the vacancy via TRAC. Recruiting Managers will receive an email listing all candidates who have applied for the vacancy and instructions on how to complete the online shortlisting.
- 3.14.5 At Vacancy Authorisation Request stage, managers have to input the shortlisting criteria for the post. This should be based on the person specification and what could reasonably be assessed from the application information (i.e



bearing in mind that candidates will have been advised to address the person specification criteria when completing their application forms). The assessment of subjective criteria, such as an individual's personal attributes or skills is best excluded from consideration at the shortlisting stage and dealt with at interview.

- 3.14.6 All candidates who meet the essential criteria of the person specification should be shortlisted. However, in a situation where it is impractical to interview all of those shortlisted, desirable rated criteria should be used as a means of further selection. The person specification should not be altered in any way to fit any candidate's application. Using the TRAC system, it is possible to sort the applicants from highest to lowest in terms of shortlisting scores. A clear rationale should be provided as to why candidates have not been shortlisted.
- 3.14.7 Shortlisting should take place within 5 working days
- 3.14.8 The Trust has signed up to the 'Disability Confident' scheme. The Trust has given a commitment that any candidate with a disability who meets the minimum criteria for the post must be shortlisted.
- 3.14.9 TRAC will highlight to managers any candidates who have declared a disability. Shortlisting managers should consider their resources for selection, and shortlist a reasonable number of candidates, which would allow a successful appointment.
- 3.14.10 Once the shortlisting process has been completed the Recruitment Team will be notified of those candidates who should be invited for interview via TRAC.

3.15 The Interview

- 3.15.1 The Recruiting Manager will need to arrange a date for interview at the start of the process and book rooms etc. Once shortlisting is complete, managers must update the TRAC system with the interview details. The Recruitment Team will set up the interviews in TRAC and communicate with the candidates. Where the candidate has a disability, the Recruitment Team will confirm with them if they have any special requirements at interview. A minimum of *one weeks' notice* should be provided to applicants invited to interview, where possible.
- 3.15.2 The interview panel should consist of a minimum of 2 members, with at least one member having received training in Recruitment and Selection. The panel should ideally include the person to whom the successful candidate will be immediately accountable.
- 3.15.3 All posts should involve service user representation as part of the selection process i.e. representation on the panel, a focus group or another selection method. If this is not possible then this should not prevent interviews going ahead. The Trust has a number of Service Users that are trained in recruitment, selection and cultural competence. Service users will receive a payment for the time they are involved in a selection process.



- 3.15.4 All interviews should be structured, with applicants being asked broadly the same questions. Where possible, competency based questions should be used, which relate to the job description and person specification.
- 3.15.5 The chair of the panel must ensure that a written record is made, and agreed by all panel members, of the candidates' interview performance, using the Trust's interview assessment form. Decisions must be recorded as well as reasons for selection/rejection of candidates. Copies of all confidential documentation relating to the unsuccessful candidates will be retained in HR for twelve months.



3.15.6 Candidates would not normally be offered a rescheduled interview date where they cannot attend the scheduled interview. This would be discussed with the manager on a case by case basis.

3.16 Other selection methods

3.16.1 Where it is identified that a selection interview will not sufficiently confirm the skills and abilities detailed in the person specification, managers are expected to seek the advice of the Recruitment Team on other selection methods such as assessment centres, presentations, psychometric tests or written exercises.

3.17 Qualifications and Registrations

3.17.1 All successful candidates who claim possession of qualifications relevant to the appointment are required to produce documentary evidence of the qualifications concerned at interview. Copies must be retained on file. The necessary documentation in relation to the professional requirement of certain posts must be checked and validated prior to appointment by the Recruitment Team.

3.17.2 All successful candidates who have a professional registration with a licensing or regulatory body in the UK or another country, relevant to their role are required to provide documentary evidence of the registration at interview. The Recruitment Team link will check with the relevant regulatory body (e.g. GMC, NMC) to determine that the registration is valid.

3.18 Checking identity

3.18.1 The Recruiting Manager is required to check identification of candidates at interview. The Recruitment Team is also responsible to check identification during the pre-employment check appointment.

3.19 Supplying the candidate with information

3.19.1 This stage can be crucial in determining whether the candidate will choose to join the organisation and therefore sufficient time should be left at the end of the interview to cover the necessary information.

3.19.2 The interview is an opportunity to provide candidates with information about the job, department and organisation, the terms and conditions of employment, including any special circumstances such as unsocial hours etc. and opportunities for training and career development. Whilst managers should aim to portray a positive image of the Trust at all times, they should not make guarantees to candidates at interview which are outside of their jurisdiction.

3.20 Making the appointment



3.20.1 Recruiting Managers must update the TRAC system with the outcome of the interviews

3.20.2 Once a decision has been made, it is important that the interviewing manager contacts the successful candidate personally and at the earliest opportunity, so that an offer of employment can be made. This should be done by telephone, but should then be confirmed in writing as soon as possible by the HR Department, in line with recruitment Key Performance Indicators.

3.20.3 The manager should also contact unsuccessful applicants personally and provide constructive feedback if required based on the notes taken at interview.

3.21 Best Practice on the Employment of Service Users and Carers

Our Trust aims to be an employer of choice and ‘mindful’ employer demonstrating to staff the value of recruiting service users as colleagues who have obtained and are sustaining employment in line with the recovery and social inclusion models. As a Trust we will:

- Recognise the contribution and skills of people who have personal experience of mental illness or mental health issues or their carer’s;
- Help and support people with mental illness or mental health issues to gain and sustain employment within the Trust;

BSMHFT has a duty to ensure that service users and people with lived experience of mental health difficulties are considered for full and part time employment within the organisation.

3.21.1 A statement will be posted on all jobs and all job advertisement ‘applicants with Personal experience of mental health or experience through caring are encouraged to apply to work for BSMHFT’. Statements in person specifications such as “Personal experience of mental health or experience through caring” in addition to the other qualifications and experience that are necessary for the post should be included where relevant to the post to enable active encouragement form service users and carer to apply for positions within BSMHFT.

3.21.2 It is policy that all interview panels for all posts within BSMHFT should include a Service User/Carer representative. Managers to contact the See Me Team to request support.

3.22 Pre-Employment Checks

3.22.1 The Recruitment Team will carry out all the pre-employment checks in line with the NHS Employers Standards

3.22.2 All checks are managed on the TRAC system and managers can log in at any time to review them

3.22.3 The table below details the level of checks completed:

	References	Occupational Health	DBS	DBS Update Service
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External – Non NHS	3 years	Required	Only in posts requiring DBS	Only in posts requiring DBS – undertaking “regulated activity”
External – NHS	1 year	Required	Only in posts requiring DBS	Only in posts requiring DBS – undertaking “regulated activity”
Internal – Different Team	Current Line Manager	Required	Only if level of DBS required has changed	Only in posts requiring DBS – undertaking “regulated activity”
Internal – Same Team	N/A	Required	Only if level of DBS required has changed	Only in posts requiring DBS – undertaking “regulated activity”

3.23 Disclosure and Barring Service (DBS) Check

3.23.1 DBS guidance outlines the circumstances in which candidates must have had a completed DBS check before their appointment can commence. The Recruitment Team can assist in determining the level of check required for a role.

3.23.2 DBS checks are carried out via the TRAC system

3.23.3 External candidates are required to cover the cost of their DBS certificate

3.23.4 Positive DBSs: In cases where a DBS check highlights previous convictions or cautions, the DBS must be reviewed by the Recruiting Manager and HR Business Partner who will undertake a risk assessment. Further details are provided in the Positive DBS pack which is provided by the Recruitment Team.

3.23.5 DBS Update Service: All applicants who undertake a DBS are also required to sign up to the DBS Update service. This is an online subscription service and the Trust will cover the cost of the subscription annually. This will be paid into the candidate’s bank account when they start. If candidates are already signed up to the Update Service, the Trust will cover the cost of the subscription as well.



3.24 Occupational Health Screening

3.24.1 Occupational Health screening is carried out by our provider, PAM Assistance.

3.24.2 At offer stage, candidates are asked to complete an online questionnaire. If necessary, they may be asked to attend an appointment with the OH Nurse to discuss matters further.

3.24.3 If provided, the Recruitment Team will provide a copy of the consultation report to managers to advise of any adaptations or support needed.

3.23.4 Under the Equality Act, managers have a responsibility to make reasonable adjustments for disabled candidates if raised as part of the OH process. Further help and support can be provided by PAM and your HR Business Partner.

3.25 References

3.25.1 If a candidate is joining the Trust from outside the NHS, offers of employment are subject to receiving satisfactory references covering the last 3 years of employment. For those joining from another NHS organisation, references must cover one year.

3.25.2 For internal candidates moving from a different team, we will just request one reference from the current line manager. If they moving in the same team, no references are required. If candidates feel it would be difficult to receive a reference from their current line manager, they can speak to the Recruitment Team.

3.25.3 References from friends or family should not be accepted.

3.26 eLearning

3.26.1 All external candidates are required to complete online training before a unconditional offer is sent

3.26.2 The online training is managed by the Learning and Development team who will email out the username and password to candidates

3.26.3 Candidates must score a minimum of 80% and have three weeks to complete the training from the conditional offer being issued.

3.26.4 The Trust has an agreement with our Merit partners (Dudley and Walsall NHS Trust, Black Country Partnership NHS Trust and Coventry and Warwickshire NHS Trust) that a "Training Passport" will be in operation. This means that some training can be accepted between organisations. This will be managed by the Recruitment Team and Learning and Development.



3.27 Starting Salary

- i. New starters to the NHS are placed on the minimum scale point for their band when they commence employment.
- ii. Existing NHS staffs that are already in a post at that pay banding will retain their existing salary and incremental date, unless they have chosen to apply for a lower banded post.
- iii. Where an individual is promoted within the NHS, and moves upwards from one payband to the next, they must move to the next incremental point on the new band, which gives them a pay increase. The incremental date will change to the start date in the new band.
- iv. Under Agenda for Change, provision exists for 'matching' a salary if an individual joins the NHS with *relevant* experience. In this case they should be placed at the nearest incremental point to their current salary.

3.28 Relocation Packages

Under certain circumstances, the Trust is able to use the Relocation payments for new starters. Further information is available in the Relocation Policy.

3.29 Contract of Employment

- 3.29.1 It is a legal requirement to ensure that a new member of staff receives a written Statement of Terms and Conditions of Service (Contract of Employment) within 8 weeks of date of commencement in post. This will be sent out by the Recruitment Team once the start date is agreed.

3.30 Induction

- 3.30.1 Every new employee, including Bank workers, will be required to attend the Trust Induction and have a Local Induction delivered by their manager. A checklist for the local induction will be given to the employee during their Trust induction. The Trust induction is two days and MUST be the start date of an employee.

- 3.30.2 Managers must ensure they provide a robust local induction for new starters, ensuring that all systems and processes are explain, for example expenses, payroll, local health and safety policies etc. A local induction checklist is provided to managers at Trust Induction.

- 3.30.3 In extreme circumstances where managers require someone to start before a Trust induction date, they must get approval from an Executive Director.

3.31 Recruitment and Selection Training



- 3.31.1 There must someone on each interview panel who is Recruitment and Selection Trained.
- 3.31.2 The Recruitment and Selection training is held quarterly, dates and booking are managed by the Learning and Development Team
- 3.30.3 To ensure managers are aware of the most up-to-date best practice and legislation, we advise that managers attend the training every 3 years.

3.32 Fixed Term Contracts, Acting up Arrangements, Secondments, At Risk Staff

- 3.32.1 The process for secondments is outlined in the Secondments Policy
- 3.32.2 The process for appointing to vacancies when staff are at risk due to organisational change is outlined in the Organisational Change Policy. Any staff who are 'at risk' will be given the opportunity to be considered first for any post where they meet the essential criteria.

3.31 Retire and Return

The recruitment process for individuals who are looking to continue to work for the Trust after retirement is detailed in the Retirement Policy.

3.33 Joining the bank

All staff joining the Trust, will be automatically enrolled on the bank when they start. This will be consistent with their role and substantive pay rate.

3.34 Fit and Proper Persons Test

- 3.34.1 Directors, non-executive directors and senior managers at sub-board level are required to demonstrate that they meet the fit and proper person requirements laid down in the Health and Social Care Act 2008 (Regulation of Regulated Activities) Regulations 2014 as amended by the Health and Social Care Act 2008 (Regulation of Regulated Activities) (Amendment) Regulations 2014). To determine whether the requirements are met, the appropriate checks will be carried out as part of the recruitment process and on an annual basis thereafter.



3.35 KPIs

3.35.1 The Trust has a number KPIs in place monitor and increase the time to hire for posts across the Trust. These are reported monthly and if there are issues with achievement, an action plan will be put into place:

Measure	Target (working days)
Number of days for authorisation from authorisation started to completed	5
Recruiting Managers Time Taken to Shortlist	5
Length of advert	5-10
Vacancy closed to shortlisting sent to manager	1
Shortlisting received to completed	5
Shortlist notification to interview invites sent	2
Interview invite sent to interview date	5-10
Recruiting manager to confirm outcome after interview	2
Interview outcome to offer	2
Conditional offer to unconditional offer	18
Time to hire from vacancy authorisation to booked start date	70
Vacancy created to sending of conditional offer	30



4 DEVELOPMENT AND CONSULTATION PROCESS

Consultation summary		
Date policy issued for consultation	Date	
Number of versions produced for consultation	1	
Committees or meetings where this policy was formally discussed		
Workforce Information		
Clinical Governance		
Where else presented	Summary of feedback	Actions / Response
Trade Unions		

5 REFERENCE DOCUMENTS

Secondment Policy
Organisational Change Policy
Retirement Policy
Relocation Policy

6 BIBLIOGRAPHY

NHS Employers Pre-Employment Check Standards www.nhsemployers.org
Equality Act 2010
Data Protection Act 1998

7 GLOSSARY

Not applicable.

8 AUDIT AND ASSURANCE

Element to be monitored	Lead	Tool	Frequency	Reporting Arrangements	Acting on Recommendations and Lead(S)	Change in Practice and Lessons to be shared
Review of Recruitment KPIs	Recruitment Manager	TRAC system	Quarterly	WFSC	Recruitment Manager	
Audit of Pre-Employment Checks	Recruitment Manager	TRAC system	Quarterly	WFSC	Recruitment Manager	



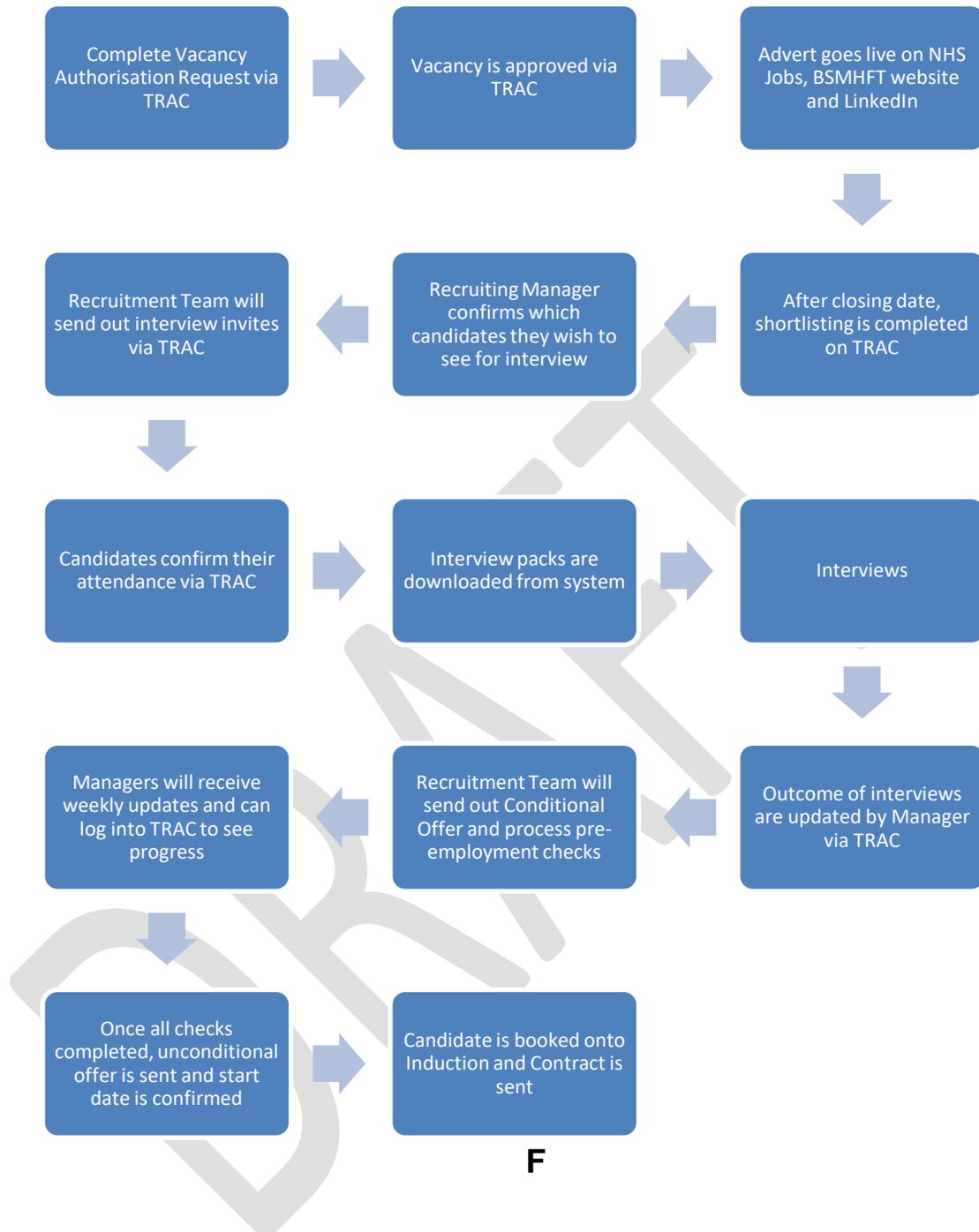
9 APPENDICES

Appendix 1 – TRAC Process Flow chart



To have a TRAC account set-up, email the Recruitment Team at bsmhft.recruitment@nhs.net. There is an extensive “Help” section in TRAC to assist you through the process. Log in at <https://admin.trac.jobs/login>

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Equality Analysis Screening Form

Title of Proposal	Recruitment and Selection Policy		
Person Completing this proposal	Hayley Brown	Role or title	Recruitment Manager
Division	Corporate	Service Area	Human Resources
Date Started		Date completed	May 2018
Main purpose and aims of the proposal and how it fits in with the wider strategic aims and objectives of the organisation.			
Ensuring we attract and retain the highest quality of employees with the right values and behaviours is absolutely critical in enabling the Trust to achieve its objectives. An effective recruitment process is critical in managing risk to the organisation. Appointing the right people will ensure high turnover, performance and conduct issues will be minimised.			
Who will benefit from the proposal?			
All employees who work for the Trust Applicants who apply for a role with the Trust			
Impacts on different Personal Protected Characteristics – Helpful Questions:			
<i>Does this proposal promote equality of opportunity?</i>		<i>Promote good community relations?</i>	
<i>Eliminate discrimination?</i>		<i>Promote positive attitudes towards disabled people?</i>	
<i>Eliminate harassment?</i>		<i>Consider more favourable treatment of disabled people?</i>	
<i>Eliminate victimisation?</i>		<i>Promote involvement and consultation?</i>	
		<i>Protect and promote human rights?</i>	
Please click in the relevant impact box or leave blank if you feel there is no particular impact.			



Personal Protected Characteristic	No/Minimum Impact	Negative Impact	Positive Impact	Please list details or evidence of why there might be a positive, negative or no impact on protected characteristics.
Age			X	The policy and process aims to eliminate any bias around the protected characteristics
Including children and people over 65 Is it easy for someone of any age to find out about your service or access your proposal? Are you able to justify the legal or lawful reasons when your service excludes certain age groups				
Disability			X	The policy and process aims to eliminate any bias around the protected characteristics
Including those with physical or sensory impairments, those with learning disabilities and those with mental health issues Do you currently monitor who has a disability so that you know how well your service is being used by people with a disability? Are you making reasonable adjustment to meet the needs of the staff, service users, carers and families?				
Gender			X	The policy and process aims to eliminate any bias around the protected characteristics
This can include male and female or someone who has completed the gender reassignment process from one sex to another Do you have flexible working arrangements for either sex? Is it easier for either men or women to access your proposal?				
Marriage or Civil Partnerships			X	The policy and process aims to eliminate any bias around the protected characteristics
People who are in a Civil Partnerships must be treated equally to married couples on a wide range of legal matters Are the documents and information provided for your service reflecting the appropriate terminology for marriage and civil partnerships?				
Pregnancy or Maternity			X	The policy and process aims to eliminate any bias around the protected characteristics
Race or Ethnicity			X	The policy and process aims to eliminate any bias around the protected characteristics
Including Gypsy or Roma people, Irish people, those of mixed heritage, asylum seekers and refugees What training does staff have to respond to the cultural needs of different ethnic groups? What arrangements are in place to communicate with people who do not have English as a first language?				



Religion or Belief			X	The policy and process aims to eliminate any bias around the protected characteristics
Including humanists and non-believers Is there easy access to a prayer or quiet room to your service delivery area? When organising events – Do you take necessary steps to make sure that spiritual requirements are met?				
Sexual Orientation			X	The policy and process aims to eliminate any bias around the protected characteristics
Including gay men, lesbians and bisexual people Does your service use visual images that could be people from any background or are the images mainly heterosexual couples? Does staff in your workplace feel comfortable about being 'out' or would office culture make them feel this might not be a good idea?				
Transgender or Gender Reassignment			X	The policy and process aims to eliminate any bias around the protected characteristics
This will include people who are in the process of or in a care pathway changing from one gender to another Have you considered the possible needs of transgender staff and service users in the development of your proposal or service?				
Human Rights				The policy and process aims to eliminate any bias around the protected characteristics
Affecting someone's right to Life, Dignity and Respect? Caring for other people or protecting them from danger? The detention of an individual inadvertently or placing someone in a humiliating situation or position?				

If a negative or disproportionate impact has been identified in any of the key areas would this difference be illegal / unlawful? I.e. Would it be discriminatory under anti-discrimination legislation. (The Equality Act 2010, Human Rights Act 1998)				
		No		
What do you consider the level of negative impact to be?	High Impact	Medium Impact	Low Impact	No Impact



If the impact could be discriminatory in law, please contact the **Equality and Diversity Lead** immediately to determine the next course of action. If the negative impact is high a Full Equality Analysis will be required.

If you are unsure how to answer the above questions, or if you have assessed the impact as medium, please seek further guidance from the **Equality and Diversity Lead** before proceeding.

If the proposal does not have a negative impact or the impact is considered low, reasonable or justifiable, then please complete the rest of the form below with any required redial actions, and forward to the **Equality and Diversity Lead**.

Action Planning:

How could you minimise or remove any negative impact identified even if this is of low significance?

How will any impact or planned actions be monitored and reviewed?

How will you promote equal opportunity and advance equality by sharing good practice to have a positive impact other people as a result of their personal protected characteristic.

Please save and keep one copy and then send a copy with a copy of the proposal to the Senior Equality and Diversity Lead at **bsmhft.hrsupport@nhs.net** The results will then be published on the Trust's website. Please ensure that any resulting actions are incorporated into Divisional or Service planning and monitored on a regular basis.



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