

RECRUITMENT AND SELECTION POLICY

POLICY

Reference	HR/0022	
Approving Body	JSPF	
Date Approved	28 th November 2023	
Issue Date	28 th November 2023	
Version	Version 4	
Summary of Changes from Previous Version		
Supersedes	Recruitment and Selection Policy Version 3	
Document Category	Human Resources	
Consultation Undertaken	JSPF Sub group	
Date of Completion of Equality Impact Assessment	21 st December 2021	
Date of Environmental Impact Assessment (if applicable)	21 st December 2021	
Legal and/or Accreditation Implications	N/A	
Target Audience	All staff	
Review Date	September 2026	
Sponsor (Position)	Executive Director of People	
Author (Position & Name)	Recruitment Manager – Rebecca Ford	
Lead Division/ Directorate	Corporate	
Lead Specialty/ Service/ Department	Human Resources	
Position of Person able to provide Further Guidance/Information	Associate Director of People (Resourcing)	
Associated Documents/ Information	Date Associated Documents/ Information was reviewed	
Policy and Procedure for Disclosure and Barring Service (DBS) Checks	April 2019	
Employment Records & Information Policy and Procedures	July 2018	
Removal Expenses Policy and Procedure	April 2019	
Professional Registration Policy	April 2019	

Induction Policy	April 2020
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1.0 INTRODUCTION

- 1.1 Sherwood Forest Hospitals NHS Foundation Trust recognises that their staff are the most precious resource. The purpose of this policy is to ensure the Trust is best placed to enhance and sustain its aim of being an employer of choice and recruits the right staff in the right numbers with the best skills, knowledge and experience to deliver excellent services to our patients.

2.0 POLICY STATEMENT

- 2.1 This policy outlines the general principles for recruitment and associated processes including pre-employment checks, recruitment of ex-offenders and arrangements for secondments.

This policy aims to achieve this by:

- Ensuring that all recruitment activity meets the Trust responsibility as an Equal Opportunities employer and selection decisions comply with legal and NHS requirements and can be seen to be free from any bias or discrimination.
- Describing the core principles for the recruitment process and associated processes for employment.
- Describing the process for ensuring that all appropriate employment checks are undertaken for all staff (temporary and permanent)

- 2.2 This policy should be read in conjunction with:

Policy and Procedure for Disclosure and Barring Service (DBS) Checks
Employment Records & Information Policy and Procedures
Removal Expenses Policy and Procedure
Professional Registration Policy
Induction Policy

3.0 DEFINITIONS/ ABBREVIATIONS

- 3.1 Trust – for this policy is the Sherwood Forest Hospitals NHS Foundation Trust
- 3.2 Appointing Managers are managers who have been appropriately trained to appoint employees.
- 3.3 DBS – The Disclosure and Barring Service is an executive non-departmental public body, sponsored by the Home Office. The DBS helps employers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups, including children.

4.0 ROLES AND RESPONSIBILITIES

- 4.1 Executive Director of People has responsibility to ensure that the policy for Recruitment and Selection and supporting procedures comply with current legislation, Department of Health guidance and recognised best practice. Also to ensure that the recruitment policy is audited and that feedback is given to the Trust Board to provide assurance that this policy is being adhered to
- 4.2 Appointing Managers are required to read and understand this policy in order to comply with this policy and supporting procedures. Lead shortlisters and Interview Panel Chairs must have also attended appropriate training in Recruitment and Selection.
- 4.3 Associate Director of People (Resourcing) has responsibility for ensuring that the systems described are designed, updated, monitored and audited to ensure compliance. Also to provide reports and key performance indicators to reporting committees.
- 4.4 The Recruitment Team is responsible for providing high quality administrative support services for all recruitment activity and for ensuring the 6 Employment Standards issued by NHS Employers are met and for recording all outcomes.

5.0 APPROVAL

- 5.1 Consultation on this policy has primarily been via the Joint Staff Partnership Forum.

6.0 DOCUMENT REQUIREMENTS

6.1 Recruitment and Selection

6.1.1 Vacancy Approval

All requests for temporary cover of a post, appointment to a new post, or change to an existing post must be approved via the Trust approval process using Trac. Every request will be approved by the Trust delegated authorisers and given a unique number, used by HR and Finance to enable a clear audit trail.

6.1.2 Advertising

All requests to advertise must be made via Trac (applicant tracking system), ensuring the correct matched/evaluated job description and person specification is used.

Adverts must be free from any discriminatory content, either direct or inferred and should aim to reflect concisely the requirements of job description and person specification.

The Recruitment Team may amend content of adverts to support branding, improve exposure on social media and meet equal opportunity legislation.

All vacancies will be advertised in line with the Recruitment Advertising Matrix (see appendix 3) unless approved by the Associate Director of People (Resourcing) or Recruitment Manager. Requests to advertise a vacancy internally only will be scrutinised to balance operational requirements and the need to ensure equal opportunities.

Any additional advertising will only occur after careful consideration of the most appropriate and cost effective method dependant on circumstances. The final decision on if additional media is used rests with the Associate Director of People (Resourcing) and Recruitment Manager who holds the corporate budget for advertising.

6.1.3 Job Information

Appointing Managers should provide sufficient additional information to enable the applicant to make an informed decision as to whether to submit an application. This includes providing a provisional interview date and named contact with the Department who will be available to discuss the post in more details with prospective applicants.

6.1.4 Applications

Applications should be submitted online via Trac. Internal applicants, as a matter of courtesy, are encouraged to notify their manager of their intention to apply for another post within the Trust but must inform their manager if wishing to apply for a Secondment opportunity.

6.1.5 Shortlisting process

Shortlisting is done online using functionality with in Trac. There should be a minimum of 2 Managers who will shortlist applicants using the criteria derived from the job description and person specification to ensure that the most suitable applicants are selected and that discrimination does not occur. Both managers should have completed Recruitment and Selection training but as a minimum 1. There is a 3 day Key Performance Indicator (KPI) for recruiting managers to complete shortlisting.

If an applicant who has declared a disability meets the minimum selection criteria they must be offered an interview in accordance with the Trusts commitment of the Disability Confident award.

If an applicant who has been identified as 'at risk' meets the minimum selection criteria they must be offered a preferential interview in accordance with the Trust Organisational Change policy and any regional/national agreements in place.

6.1.6 Interview process

Appointing panels must consist of at least two people to reduce the opportunity for bias. In certain circumstances there will be a requirement for larger panels according to the type of post. The Trust also uses Assessment Centres as a selection approach. As a minimum the Chair of the interview panel must have attended appropriate recruitment and selection training. It is the Trust's aim to ensure that all staff involved in this process will have received such training.

Interview packs will be provided via Trac and will be kept up to date with the latest guidance on best practice and legal requirements for safe and transparent recruitment. Interviews are used to test knowledge, experience skills and values as appropriate against the requirements for the post.

Peers of the post can be present on an interview panel as long as they're assisted by a senior.

The declaration of interests form included in the recruitment pack **MUST** be completed by the whole interview panel.

If an applicant selected for interview has a protected characteristic it may be possible to have representation on interview panels – ie a staff network lead or people professional, or a senior colleague with that characteristic. Please let the Recruitment team know if this is required.

6.1.7 Offer and Confirmation of Appointment

Successful candidates will receive a conditional offer. Appointments will not be confirmed until the Six Employment Standards requirements issued by NHS Employers are met:

- **Verification of Identity** – check on applicant's full name, signature, date of birth and full permanent address and requirement for valid, dated, current and original documents containing their photograph or an endorsed passport sized photograph. Identity checks must take place face to face or be verified via the Trust ID system and documentary evidence retained for the duration of employment and a record maintained in ESR.
- **Right to Work in UK Status** - documents or combinations of documents specified on official lists are sought. If the applicant does not have right to work status and the vacancy is difficult to recruit to the Trust may within defined parameters apply for a Certificate of Sponsorship. All those who are employed on limited rights to work now have their status verified annually. Documents evidencing right to work must be retained for the duration of employment and a record maintained in ESR.

- **Professional Registration** – where professional registration is required to carry out a role it is checked at offer stage via Trac and verified again on actual commencement and details recorded in ESR. It is a contractual condition that where required, an employee has registration throughout their employment and monthly checks are made directly with registered bodies and any breaches result in stopping of duties and pay – please see the Professional Registration Policy.
- **Qualifications** - where a registration check has been made by the relevant regulatory body it is not necessary to verify qualifications separately, however qualification checks are carried out if stated in the job description as essential criteria. Documentary evidence must be retained for the duration of employment and a record maintained in ESR.
- **Employment History and References** - References and application forms are cross-checked to verify accurate dates of previous employment. References are sought after a provisional offer has been made, via Trac or in writing using a standard form. References covering the last three years as a minimum are requested for external applicants and one reference from the current line manager is requested for internal transfers if a worker is going from Bank to Substantive a reference from the Temporary Staffing Office must be requested- a HR reference is not sufficient. Inter Authority Transfers are also completed via ESR for all applicants from previous NHS employment
- **DBS** – Posts defined as regulated or controlled activity require an appropriate level of Enhanced DBS check and this is carried out before commencement of the post. A Standard DBS may be used for posts with limited access to Patients ie Receptionist.
- **Occupational Health** – where required for the role a risk assessment is carried out and a linked work health check made. Also a health check is made where an applicant has highlighted they have a health condition or disability that might affect their work and may require special adjustment to their work or place of work.

A contract of employment MUST be issued by the applicants start date at the latest.

6.1.8 Equality and Diversity

The Trust is committed to equality of opportunity and values equality, diversity and human rights and ensures that this vision runs through all aspects of service provision and employment. The publication of Equality Schemes and supporting information, including monitoring of recruitment processes, reflects a committed approach and represents a positive process that equality will consistently underpin all aspects of leadership and service planning.

The Trust will maximise opportunities for employment of underrepresented groups and actively seek opportunities to build and sustain diversity at all levels, working with local communities and local education providers.

6.1.9 Induction

All new recruits, on commencement of employment, must attend the Trust Orientation Day. Most clinical and some support staff may also attend a longer induction programme to support their new role. New staff in managerial roles will also need to attend a Managers Induction. Line managers are responsible for ensuring their new staff have a local ward / department induction.

6.1.10 Performance Review of New Employees

All new employees will have, as a minimum, conversations with their line manager at 30, 60 and 90 day intervals to confirm the knowledge and skills required to do the job and will have a yearly appraisal with their manager. Some newly qualified professional staff will also need to demonstrate competencies at agreed intervals in order to progress. Remedial action should be taken to deal with any areas of concern. Any action taken should be in accordance with the disciplinary, attendance and capability procedures and may result in the deferment of gateway progression.

6.1.11 Exit Procedure

All staff who leave the Trust will be offered a leaver's interview with their line manager, a higher line manager or one of the Operational HR Team. Alternatively feedback can be given online, a link is provided in the resignation acknowledgement letter or a hard copy can also be requested.

The feedback gained will be used in informing retention strategies and devising solutions to help improve staff satisfaction.

6.2 Recruitment of Ex-Offenders

The Trust complies fully with the DBS Code of Practice and undertakes to treat all applicants for positions fairly. The Trust undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of a conviction or other information revealed

The Trust actively promotes equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of applicants, including those with criminal records. Selection of applicants for interview is based on their skills, qualifications and experience.

A Disclosure is requested in relation to positions where we have a duty to protect children and vulnerable adults. Application forms and job adverts contain a statement that a Disclosure will be requested if being offered the position.

The Trust requires all applicants to provide details of their criminal record at an early stage in the application process. Any information given will only be seen by those who need to see it, as part of the recruitment process.

Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment, or may constitute a disciplinary offence if the position has already been taken up. Any matter revealed in a Disclosure will be discussed with the applicant before withdrawing an offer of employment.

Having a criminal record will not necessarily bar applicants from working with the Trust. This will depend on the nature of the position and the circumstances and background of any offences. The Trust's primary responsibility is the safe care of patients but will seek to balance this with fair and open recruitment processes.

7.3 Secondment

The Trust recognises that secondments offer valuable opportunities for staff development as well as providing a solution to short- and medium-term service needs. A secondment may be defined as "the temporary loan of an employee to another organisation, or to a different part of the same organisation, for a specific purpose for a specific time to mutual benefit of all parties". This policy applies to staff that are seconded within the Trust, seconded to or from another NHS organisation, seconded to or from a non-NHS organisation.

The Trust ensures secondment opportunities are fair and effective and meet the needs of the organisation and the individual. No member of staff will be automatically prevented from seeking a secondment opportunity. In considering an individual's request for a secondment, line managers will be expected to balance up the needs of the individual, the service and the Trust.

7.0 MONITORING COMPLIANCE AND EFFECTIVENESS

Minimum Requirement to be Monitored (WHAT – element of compliance or effectiveness within the document will be monitored)	Responsible Individual (WHO – is going to monitor this element)	Process for Monitoring e.g. Audit (HOW – will this element be monitored (method used))	Frequency of Monitoring (WHEN – will this element be monitored (frequency/ how often))	Responsible Individual or Committee/ Group for Review of Results (WHERE – Which individual/ committee or group will this be reported to, in what format (eg verbal, formal report etc) and by who)
Bi monthly	JSPF	Workforce report	Bi-monthly	JSPF

8.0 TRAINING AND IMPLEMENTATION

All recruitment Managers will receive training in accordance with this policy.

9.0 IMPACT ASSESSMENTS

- This document has been subject to an Equality Impact Assessment, see completed form at Appendix 1
- This document has been subject to an Environmental Impact Assessment, see completed form at Appendix 2

10.0 EVIDENCE BASE (Relevant Legislation/ National Guidance) AND RELATED SFHFT DOCUMENTS

Related SFHFT Documents:

- Policy and Procedure for Disclosure and Barring Service (DBS) Checks
- Employment Records & Information Policy and Procedures
- Removal Expenses Policy and Procedure
- Professional Registration Policy
- Induction Policy

11.0 APPENDICES

- Appendix 1 – Equality Impact Assessment Form (EQIA)
- Appendix 2 – Environment Impact Assessment
- Appendix 3 – Recruitment Advertising Matrix

APPENDIX 1 - EQUALITY IMPACT ASSESSMENT FORM (EQIA)

Name of service/policy/procedure being reviewed: Recruitment and Selection Policy			
New or existing service/policy/procedure: Recruitment and Selection Policy			
Date of Assessment			
For the service/policy/procedure and its implementation answer the questions a – c below against each characteristic (if relevant consider breaking the policy or implementation down into areas)			
Protected Characteristic	a) Using data and supporting information, what issues, needs or barriers could the protected characteristic groups' experience? For example, are there any known health inequality or access issues to consider?	b) What is already in place in the policy or its implementation to address any inequalities or barriers to access including under representation at clinics, screening?	c) Please state any barriers that still need to be addressed and any proposed actions to eliminate inequality
The area of policy or its implementation being assessed:			
Race and Ethnicity	Unconscious or conscious bias resulting in applicants not being shortlisted or appointed	<ul style="list-style-type: none"> • Background information is confidential. • Blind shortlisting process • Recruitment and Selection Training for all appointing managers • Mandatory EDI training for all staff • Interview packs for evidencing fair and equitable process 	Staff network members to be offered training to support recruitment assessments
Gender	Unconscious or conscious bias resulting in applicants not being shortlisted or appointed	<ul style="list-style-type: none"> • Recruitment and Selection Training for all appointing managers • Mandatory EDI training for all staff • Interview packs for evidencing fair and equitable process 	None

Age	Unconscious or conscious bias resulting in applicants not being shortlisted or appointed	<ul style="list-style-type: none"> • Recruitment and Selection Training for all appointing managers • Mandatory EDI training for all staff • Interview packs for evidencing fair and equitable process 	None
Religion	Unconscious or conscious bias resulting in applicants not being shortlisted or appointed	<ul style="list-style-type: none"> • Recruitment and Selection Training for all appointing managers • Mandatory EDI training for all staff • Interview packs for evidencing fair and equitable process 	None
Disability	Applicants may have difficulty completing the on-line application process and may require adjustments if they are invited to an assessment	<ul style="list-style-type: none"> • Recruitment and Selection Training for all appointing managers • Mandatory EDI training for all staff • Applicants are encouraged to contact the recruitment team should they need support with their application or require adjustments during an assessment centre • Interview packs for evidencing fair and equitable process 	None
Sexuality	Unconscious or conscious bias resulting in applicants not being shortlisted or appointed	<ul style="list-style-type: none"> • Recruitment and Selection Training for all appointing managers • Mandatory EDI training for all staff • Interview packs for evidencing fair and equitable process 	None

Pregnancy and Maternity	Recruiting manager may make a decision not to appoint if an applicant is visibly pregnant or applying for a role during maternity leave or applying soon after returning from maternity leave	<ul style="list-style-type: none"> Recruitment and Selection Training for all appointing managers which covers the Law regarding pregnancy and maternity Interview packs for evidencing fair and equitable process 	None
Gender Reassignment	<p>Unconscious or conscious bias resulting in applicants not being shortlisted or appointed</p> <p>DBS process may 'out' a person causing applicant distress</p>	<ul style="list-style-type: none"> DBS Sensitive application route available to all candidates Background information is confidential Blind shortlisting process Recruitment and Selection Training for all appointing managers Mandatory EDI training for all staff Interview packs for evidencing fair and equitable process Support throughout recruitment process from Recruitment team 	None
Marriage and Civil Partnership	None	None	None
Socio-Economic Factors (i.e. living in a poorer neighbourhood / social deprivation)	Limited access to IT equipment to complete and submit an application via a web-based system	<ul style="list-style-type: none"> Applicants are encouraged to contact the recruitment team should they need support with their application 	None
What consultation with protected characteristic groups including patient groups have you carried out?			
Staff Networks			
What data or information did you use in support of this EqIA?			
WRES and WDES			

As far as you are aware are there any Human Rights issues be taken into account such as arising from surveys, questionnaires, comments, concerns, complaints or compliments?
No

Level of impact

From the information provided above and following EQIA guidance document Guidance on how to complete an EIA ([click here](#)), please indicate the perceived level of impact:

Low Level of Impact (*Delete as appropriate*)

For high or medium levels of impact, please forward a copy of this form to the HR Secretaries for inclusion at the next Diversity and Inclusivity meeting.

Name of Responsible Person undertaking this assessment: Alison Pearson

Signature: APearson

Date: 21/12/2021

APPENDIX – ENVIRONMENTAL IMPACT ASSESSMENT

The purpose of an environmental impact assessment is to identify the environmental impact, assess the significance of the consequences and, if required, reduce and mitigate the effect by either, a) amend the policy b) implement mitigating actions.

Area of impact	Environmental Risk/Impacts to consider	Yes/No	Action Taken (where necessary)
Waste and materials	<ul style="list-style-type: none"> • Is the policy encouraging using more materials/supplies? • Is the policy likely to increase the waste produced? • Does the policy fail to utilise opportunities for introduction/replacement of materials that can be recycled? 	No	N/A
Soil/Land	<ul style="list-style-type: none"> • Is the policy likely to promote the use of substances dangerous to the land if released? (e.g. lubricants, liquid chemicals) • Does the policy fail to consider the need to provide adequate containment for these substances? (For example bunded containers, etc.) 	No	N/A
Water	<ul style="list-style-type: none"> • Is the policy likely to result in an increase of water usage? (estimate quantities) • Is the policy likely to result in water being polluted? (e.g. dangerous chemicals being introduced in the water) • Does the policy fail to include a mitigating procedure? (e.g. modify procedure to prevent water from being polluted; polluted water containment for adequate disposal) 	No	N/A
Air	<ul style="list-style-type: none"> • Is the policy likely to result in the introduction of procedures and equipment with resulting emissions to air? (For example use of a furnaces; combustion of fuels, emission or particles to the atmosphere, etc.) • Does the policy fail to include a procedure to mitigate the effects? • Does the policy fail to require compliance with the limits of emission imposed by the relevant regulations? 	No	N/A
Energy	<ul style="list-style-type: none"> • Does the policy result in an increase in energy consumption levels in the Trust? (estimate quantities) 	No	N/A
Nuisances	<ul style="list-style-type: none"> • Would the policy result in the creation of nuisances such as noise or odour (for staff, patients, visitors, neighbours and other relevant stakeholders)? 	No	N/A

APPENDIX 3 – RECRUITMENT ADVERTISING MATRIX

	Scenario	Approval Required	Advertising – must be via Trac			Process to Fill		Guidance
		Trac	External	Internal only advert	Internal Expressions of Interest	Full recruitment process	ESR Check & Change Form	
1	Replacing leaver or new post	✓	✓			✓	If internal appointment	This includes anyone who is employed on bank
2	Increasing hours for existing post holder	✓ HIDDEN VACANCY			✓ TRAC EOI ONLY		✓	The EOI needs to be sent out to anyone who is eligible within the department and if more than one person is interested you will need to shortlist and interview
3	Role changing from fixed term/secondment/acting up to permanent	✓	✓			✓	If internal appointment	
4	Secondment or fixed term contract up to 18 months	✓	✓	✓		✓	If internal appointment	Advertised internally as a minimum but you can advertise externally if you wish
5	Extending existing secondment, acting up or fixed term contract	X					✓	Secondments and FTC shouldn't be more than 18 months in total, after 18 months a decision should be made as to whether the post is to be appointed to permanently or ended
6	Acting up for a limited time up to 6 months	✓ HIDDEN VACANCY ✓			✓ TRAC EOI ONLY		✓	Any more than 6 months should follow scenario 5 as per acting up policy

V3 Samantha Felstead & Rebecca Ford October 2022