

Recruitment and Selection Policy and Procedure

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REVIEW DATES AND DETAILS OF CHANGES MADE DURING THE REVIEW

2016 – This Policy was revised in June 2016

2017- This policy has been updated to include the revised Recruitment Process now that TRAC (Applicant Tracking system has been implemented) and also to ensure that all external and local links to additional information are up to date and accurate. In addition to this a separate detailed recruitment procedure has been created and included in Appendix 1.

4.6- Conflicts of interests section has been incorporated into the policy

2021 – This policy has been updated to reflect the current Recruitment processes and changes, and the update and expansion of appendix 1 process to assist recruiting managers, creation of appendix 2 to assist with withdrawal reason and the creation of appendix 3 to assist with virtual interviews.

KEY WORDS

Recruitment and Selection

Pre-employment Checks

Recruitment Process

PAGL

NHS Employment Standards Legislation

1 INTRODUCTION AND OVERVIEW

1.1 University Hospitals of Leicester NHS Trust recognises that their staff is 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.

1.2 The document describes the Trust's legal responsibilities and procedures to ensure that no unlawful discrimination occurs in the Recruitment and Selection process. The policy aims to set a minimum standard for safe and best practice recruitment.

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

The 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.
- Ensuring that all recruitment activity meets the Trust responsibility as an Equal Opportunities employer and selection decisions comply with legal and NHS requirements
- Describing the core principles for the recruitment process and associated processes for employment.
- Describing the process for ensuring the 6 pre-employment checks are undertaken for all staff (temporary and permanent)

The policy should be read in conjunction with the following UHL policies:

- Disclosure and Barring Policy- B2/2006
- Professional Registration Policy- B64/2008
- Preventing Illegal Working (Visa Requirements) Policy - B39/2016
- Policy for Corporate and Local Induction (Permanent Staff) – B4/2003
- Appraisal and Pay Progression Policy and Procedure – B16/2015

2 POLICY SCOPE- WHO THIS POLICY APPLIES TO AND ANY SPECIFIC EXCLUSIONS

- 2.1 This Policy applies to all UHL staff members involved in the recruitment and selection process and staff directly employed by the Trust. Separate processes exist for Consultant and other Medical staff, however all of the principles of this policy, particularly in relation to section 5 apply. All staff are responsible for following Trust policy and guidance documents. The reason and justification for any deviation needs to be clearly documented. Failure to do this may lead to disciplinary proceedings being invoked.
- 2.2 Adhering to the Trust recruitment and selection policy will ensure compliance with the NHS Employment Check Standards, published by NHS Employers. The standards include those checks that are required by law, those that are required by Department of Health policy and those that are required for access to the NHS Care Record Service. The standards are mandatory for all applicants to all NHS positions and staff in ongoing NHS employment.

3 DEFINITIONS AND ABBREVIATIONS- IN ALPHABETICAL ORDER

CQC: Care Quality Commission- is the independent regulator of health and adult social care in England

Candidate- A candidate is a person who has applied for a role with the Trust. They may be an existing Trust employee or external. The individual is known as a candidate until they commence employment with the Trust, when they become an employee.

Equality Act 2010- this act replaced the previous anti-discrimination laws such as the Race Relations Act 1976 and the Disability Discrimination Act 1985) with a single Act. It simplifies the law, removed inconsistencies and made it easier for employers to understand and comply with. It also strengthens the law in important ways to help tackle discrimination and inequality.

Interview Panel- The interview panel is the group who assess the candidates suitability against the person specification.

Recruiting Manager – is the manager of the vacant role who has taken responsibility for recruiting to the role. It maybe the line manager or another senior manager (such as the senior sister or service manager) The person leaving the role should not be the recruiting manager (e.g. if someone is retiring, they should not recruit their replacement.)

Resident Labour Market Test- is the advertising of the role for a set period of time to determine whether a suitable candidate can be sourced from the existing settled labour market (those who already have the right to work in the UK). This must be evidenced in order to appoint a candidate who does not already have the right to work in the UK.

4. ROLES – WHO IS RESPONSIBLE FOR WHAT

4.1 Chief People Officer

The Chief Executive has nominated the Chief People Officer as having lead responsibility for Recruitment and Selection within the Trust:

- Ensuring the provision of appropriate publicity of the policy

- Ensuring the consistency of application throughout the Trust
- Ensuring the provision of training and advice to managers and staff on the operation of the policy.

4.2 Resourcing Lead

Has responsibility for ensuring that the systems and resources described above are designed, updated, monitored and audited to ensure compliance. They are responsible for ensuring, with the Recruitment Services Team Managers that all relevant Recruitment Services staff are trained and instructed in relevant employment check procedures and recruitment best practice and that they co-operate with the required monitoring and audit processes.

4.3 Recruitment Services Team (hereafter referred to as RS)

The Recruitment team is responsible for:

- Advertising vacancies which have been approved at Enhanced Recruitment Control Board (ERCB)
- Supporting and advising managers on the recruitment and selection process
- Sending conditional offer letters and contracts to successful candidates
- Processing and evidencing all pre-employment checks in line with the NHS Employer Standards.
- Entering employee information, accurately, onto ESR.
- Updating TRAC with all employment checks and progressing to the outcome state.
- Sending information regarding start dates to Induction team so new starters can be booked onto corporate induction.
- Storing and destroying interview paperwork in line with data protection and NHS information governance guidelines. (Corporate Records Retention and Disposal Schedule)
- Downloading all new starters files onto Sharepoint

4.4 Recruiting Managers

Recruiting Managers are responsible for:

- Ensuring that they comply with the policy and the required checking, monitoring or audit processes required for staff within their sphere of responsibility.
- Ensuring that they/ the lead panel member have attended the Recruitment and Selection training.
- Ensuring that staff who are required to hold particular qualifications or professional registration maintain these during the course of their employment with the Trust and take appropriate action where necessary.
- Ensuring their new staff have a local ward/department induction

5. THE RECRUITMENT AND SELECTION PROCESS

The full detailed Recruitment Procedure is set out in Appendix 1

5.1 Enhanced Recruitment Control Board

All requests for temporary cover of a post, appointment to a new post, or change to an existing post must be requested via the TRAC system and will be approved via the Trust Enhanced Recruitment Control (ERCB)

5.2 Advertising

Request to advertise must be made via TRAC ensuring the correct template and evaluated job description and person specification is used.

Adverts, Job Descriptions and Person Specifications, and interview questions must be free from any discriminatory content, either direct or indirect and the advert should aim to reflect concisely the requirements of job description and person specification.

- **Direct Discrimination** - is when someone is treated unfairly because of a protected characteristic, such as sex or race.
- **Indirect Discrimination** – can happen when there are rules or arrangements that apply to a group of employees or job applicants, but in practice are less fair to a certain protected characteristic.

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

When reviewing a vacancy there are a number of things that need to be considered including if the post is still required, and what type of contract will be advertised and suitable to the role. These include:

- **Permanent** (substantive) – There is no end date for the contract
- **Secondment** – The post will be offered to an internal member of staff on a temporary basis, and at the contract end date they will return to their substantive post.
- **Fixed Term** – The post is offered for a set period and the contract has an end date. There are a number of circumstances where this is appropriate such as
 - The role is specific for completing a certain task
 - The role is replacing an employee who will be absent from work for a period of time such as maternity leave, secondment, extended absence)
 - The role is dependent on external funding and the funding is only available for a short period of time
 - The role is for training purposes such a Management Graduates, where they are required for a specific period of training.

The above list is not exhaustive and other circumstances may arise where a fixed term contract is appropriate.

If a fixed term contract is being considered, it is important to know that any employee who has been on a fixed term contract for 2 years or more are entitled to not be unfairly dismissed and may be entitled to redundancy. If you require a fixed term contract to be 2 years or more please contact your HR Lead to discuss before proceeding.

5.3 Applications

Applications should be submitted online via TRAC or NHS Jobs. CV's will only accepted

where stated and in addition to the above and offline applications will only be accepted on the NHS national application form in exceptional circumstances.

5.4 Shortlisting Process

Shortlisting is done online using functionality within TRAC. A minimum of two people will shortlist applicants using the pre-set criteria derived from the job description and person specification, to ensure that the most suitable applicants are selected and that process is free from bias.

5.5 Interview Process

Appointing panels must consist of at least two people to reduce the opportunity for bias. The lead panel member needs to have attended Recruitment and Selection Training.

Managers are required to use the interview pack which can be accessed by logging into your TRAC Account. An email link will also be sent to you by email 24 hours before the interviews are due to take place.

5.6 Offer and Confirmation of Appointment

All successful candidates will receive a conditional offer of employment and appointments will not be confirmed until the 6 pre-employment checks issued by NHS Employers have been successfully completed.

- Verification of Identity
- Right to work in UK status
- Professional Registration
- Qualifications
- Employment History and References
- DBS
- Occupational Health

On successful completion of these checks, the recruiting manager will be notified to arrange a start date with the candidate and when this is confirmed, the candidates will be issued with a Contract of Employment via email.

For further details around visa requirements please see the Trusts policy ***Preventing Illegal Working (Visa Requirements) Policy - B39/2016***. For further information in regards to DBS requirements please see the Trusts policy ***Disclosure and Barring Policy- B2/2006***

5.7 Induction

All new external candidates, on commencement of employment, must attend the Trust Corporate Induction. Most clinical and some support staff may also attend a longer induction programme to support them in their new role. Line managers are responsible for ensuring all new staff have a local ward/department induction. See Local Induction Policy B4/2003 for more information.

5.8 Performance Review of Employees

In line with the Appraisal and Pay Progression Policy and Procedure **B16/2015** all new employees will have an appraisal upon commencement, and then yearly, with their manager. Some newly qualified professional staff will also need to demonstrate competencies at agreed intervals in order to progress.

5.9 Complaints

If an applicant is unhappy with the outcome of their feedback, or any stage of the recruitment and selection process they can address their concerns, in writing, to the Resourcing Lead.

5.10 Recruitment and Selection Training

To be able to act as a lead panel member, the member of staff needs to have attended the Trusts Recruitment and Selection training. This training provides the knowledge required to ensure the recruitment and selection process is carried out fairly, without bias and discrimination. To book onto this training please contact Learning and Development mailbox who will be able to provide details of upcoming sessions and dates.

6 EDUCATION AND TRAINING FOR THIS POLICY

TRAC training user guides are available to all TRAC users and can be assessed from the 'support' tab on TRAC.

7 PROCESS FOR MONITORING COMPLIANCE

The audit criteria for this policy and the process to be used for monitoring compliance are given in the table below:

Element to be monitored	Lead	Tool	Frequency	Reporting arrangements
Ensuring Pre-Employment Checks are carried out according to NHS Employment Check Standards	Resourcing Lead	TRAC	Monthly	Regular spot checks of candidate files/vacancies on TRAC carried out by Recruitment Officers. Quarterly audit carried out by Resourcing Lead/ Recruitment Manager. Recruitment Officers and Manager to monitor KPI's
Compliance with the terms of this policy	Resourcing Lead	TRAC	Monthly	Regular communications with Recruiting Managers

8 EQUALITY IMPACT ASSESSMENT

The Trust recognises the diversity of the local community it serves. Our aim therefore is to provide a safe environment free from discrimination and treat all individuals fairly with dignity and appropriately according to their needs.

As part of its development, this policy and its impact on equality have been reviewed and no detriment was identified.

9 SUPPORTING REFERENCES, EVIDENCE BASE AND RELATED POLICIES

Provide evidence base for procedural documents with up to date references. It is recommended that all references are cited in full using an agreed uniform approach to referencing.

CQC

<http://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-19-fit-proper-persons-employed>

Government Equalities Office- Equality Act

<https://www.gov.uk/government/policies/equality>

UKV & I- Tier 2 Guidance

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/606182/Tier_2_Policy_Guidance_04_17.pdf

Information Commissioners Office- Subject Access Requests

<https://ico.org.uk/for-organisations/guide-to-data-protection/principle-6-rights/subject-access-request/>

10 PROCESS FOR VERSION CONTROL, DOCUMENT ARCHIVING AND REVIEW

The Recruitment Services Team is responsible for the reviewing and updating of this Policy.

Recruitment Task/ Stage	Who is Responsible	<p align="center"><u>Recruitment and Selection Procedure</u></p> <p align="center">Task Description</p>
<p align="center">Reviewing a Vacancy</p>	<p align="center">Recruiting Manager</p>	<p>When a role becomes available, you are required to review the service requirements, skills mix and competencies required for the role against the departments recruitment plan and budget.</p> <p>The review should also include whether the details of the role outlined in the Job Description or the skills in the Person Specification, need to be amended to reflect the needs of the role. If there are considerable changes please speak to your Generalist HR Lead to make sure the job doesn't need re-evaluating. You also need to consider:</p> <ul style="list-style-type: none"> • What sort of contract the position should be offered on eg: permanent, fixed term, secondment • Whether the vacancy is suitable for flexible working e.g. part time, job share, annualised hours contract. • Whether the role is still required
<p align="center">Job Description & Person Specification (JD&PS)</p>	<p align="center">Recruiting Manager</p>	<p>When recruiting for a replacement role, you should already have a JD&PS. Please make sure the information is still correct and it is on the current template before attaching it to Trac. This correct template must be used and can be found on the Recruitment Services page on the Intranet.</p> <p>http://insite.xuhl-tr.nhs.uk/homepage/management/corporate-directorates/human-resources/recruitment-service</p> <p>The JD must outline the duties and responsibilities of the role clearly and accurately. The language used should be readily understandable to potential applicants and should avoid unnecessary abbreviations, jargon or acronyms.</p> <p>The PS is the benchmark against which all applications are considered for shortlisting and appointment. The PS details the experience, qualifications, skills, abilities, and behaviours that are required to do the job effectively. It should be specific, related to the job, and not unnecessarily restrictive - for example only qualifications strictly needed to do the job should be specified. Be mindful of what you are asking, and instead of stating a number of years' experience you can ask for specific skills which have been obtained, and if you require specific qualifications or experience you may need to state 'or equivalent' to include those with qualifications or experience from abroad or from a different setting.</p> <p>For new roles or those that have had considerable changes, the JD&PS should be prepared and evaluated in line with the NHS Employer's guidance. Please contact your HR Generalist Lead for information on this process.</p>

<p style="text-align: center;">Vacancy Request</p>	<p style="text-align: center;">Recruiting Manager</p>	<p>All vacancy requests must be submitted via TRAC and require authorisation before they can be advertised.</p> <p>When submitting a vacancy request on TRAC, it is a requirement for Recruiting Managers to complete all vacancy submission sections. The submitted vacancy request must include:</p> <ul style="list-style-type: none"> • Advert- Your advert needs to gain the readers attention and include enough information about the role and your area, without being too long. You also need to ensure that there is nothing within the advert that could be construed as being discriminatory or offensive to others, either directly or indirectly. For example suggestive words such as ‘mature’ or ‘accomplished’ may suggest favour to an older candidate. • Evaluated JD&PS- Information contained in the person specification must be justified as essential for the performance of the job and not unnecessarily restrictive. See the section above for further information • Advertising Type - Please consider whether you would want the job to advertised for internal candidates only (This will only appear on our Jobs page http://www.leicestershospitals.nhs.uk/aboutus/work-for-us/current-vacancies/.) or have it advertised externally (This will include NHS Jobs and external Job Boards). If an additional post is being requested to include within current recruitment, you will need to set this to hidden and add notes of the TRAC it is to be included on, or the person on a waiting list who will be offered when the vacancy is approved. • Shortlisting Panel – You need to provide details of at least 1 shortlisting panel member (2 people need to carry out shortlisting whether on separate accounts or together on 1 account with individual notes – this is to ensure the process is free from bias) • Shortlisting Criteria – You need enter the shortlisting criteria in line with the criteria from the Person Specification. It needs to be measurable criteria from the application form and you can include both essential and desirable criteria, but all criteria must be scored out of 2 (0-not met, 1- partially met, 2-met) • Additional Questions – Alongside the mandatory ‘150 words Trust values’ question, you are able to select any pre-application (application blocker) or application filtering questions which are relevant to your role. Some of these include professional registration, qualifications and driving licence. • Case of Need / Appeal (CON) – This must be completed and attached to the vacancies internal documents section. <p>Recruiting managers are advised that any missing information may result in delays in authorising, advertising and recruiting to the post.</p>
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Vacancy Authorisation	ERCB & CMG Authorisers	<p>There are three levels of authorisation required and the authorisers for each post will vary depending on the banding of the post and the CMG Structure. The final authoriser must always be Recruitment Control.</p> <p>The vacancy will be taken to ERCB, which takes place on a weekly basis, and the final outcome given by Recruitment Control. The Manager will be notified of the outcome by email.</p>
Advertising	Recruitment Services & Recruiting Manager	<p>Once a vacancy has been authorised by ERCB, it will be assigned to the relevant Recruitment Team and the Recruiting Manager will receive a communication advising it has been approved. The Recruitment Team will then start working on this so please let them know if there are any amendments to be made to your vacancy as soon as you receive this communication. As standard, all vacancies are advertised for 2 weeks so please specify to the Recruitment Team if you wish for an alternative advert length or a specific future date for the vacancy to go live. Once the Team have checked through the vacancy details and have made it live, the Recruiting Manager will receive a further communication advising the vacancy has been advertised and what the closing date is.</p> <p>Alternative advertising is available at request such as specialist job boards, journals, and social media can be undertaken. Any charges associated with this will be charged accordingly to the CMG.</p> <p>For generic posts where large volumes of applications are anticipated, Recruiting Managers are encouraged to request a cap on the number of applicants received, or to select a shorter closing date to assist with managing this process. Notes are to be left on the Trac request so the Recruitment Team can pick this information up. Please be aware that this is a manual process and in the instance a cap has exceeded the requested amount, the Recruiting Manager will be required to complete the shortlisting in full.</p> <p>All applicants must apply through our recruitment website, or NHS Jobs so that the applications can be considered fairly and anonymously. Managers should not accept CV's in place of a formal application. In some circumstances, an off-line application form may be obtained from the Recruitment Team so that a candidate can apply for a vacancy.</p>
Shortlisting	Recruitment Services, Recruiting Manager & Shortlisters	<p>Once an advert is closed, the shortlisting will be prepared by the Recruitment Team, and when it is ready a communication will be sent to the Recruiting Manager/ Lead Shortlister, advising to complete the shortlisting.</p> <p>The Recruiting Manager has overall responsibility for ensuring that shortlisting is undertaken via TRAC as soon as possible.</p> <p>The lead shortlister (normally the Recruiting Manager) is responsible for ensuring:-</p>

		<ul style="list-style-type: none"> • They are familiar with the policy and process before being able to act as a lead shortlister. • Where a candidate is identified as trust re-deployee they will receive appropriate support in accordance with the Trust Re-deployment Guidance and in conjunction with the Generalist Team • That the shortlisting process is undertaken in accordance with these guidelines and within the recruitment timescales • That there is a minimum of 2 shortlisters, one of which must act as the ‘Lead Shortlister’. • That the shortlisting process assesses individuals against the pre-set agreed measurable criteria to determine which applicants should proceed to the next stage of the selection process, which is usually an interview. • That the shortlisting panel shortlist and score candidates using the criteria derived from the job description and person specification to ensure that the most suitable candidates are selected and that discrimination does not occur. Desirable criteria can be taken into account when all essential criteria have been met to further narrow the list. • That where a candidate who has declared a disability meets the minimum selection criteria they must be offered an interview in accordance with the Trust commitment of the Disability Confident award. • All shortlisters are required to leave an electronic note on TRAC stating their reasons for shortlisting or rejecting individual applications. This information is stored for a minimum of 12 months, and may be given in feedback to candidates if requested, or in case of a complaint to an Employment Tribunal or to meet Border Agency Requirements where a certificate of sponsorship is required. <p>Feedback – Candidates are advised that feedback will not be provided if they are not shortlisted. It is the Recruiting Managers discretion whether they wish to, if requested.</p>
<p>Deciding Interview Selection Method</p>	<p>Recruiting Manager</p>	<p>There are a range of assessment tools and methods that Recruiting managers can use to assess an applicant’s suitability for the post. The most widely adopted method being an interview. However for certain posts the interview alone may not sufficiently demonstrate the skills, values, behaviours, knowledge and abilities. Therefore other methods of assessment should be considered in conjunction with the interview e.g.: tests, scenarios, in-tray exercises and presentations.</p> <p>Additional Testing can be used for relevant posts eg: psychometric testing, personality testing and ability tests these would need to be requested from the Recruitment Team and there will be a cost associated with this.</p> <p>Advice on different methods of assessment should be sought via the Recruitment Team or the HR Generalist Team.</p> <p>For Executive Level Director Recruitment, advice must be sought from the Chief People Officer and be undertaken in accordance with the Fit and Proper Persons Guidance.</p>

<p>Interview set up</p>	<p>Recruiting Manager & Recruitment Services</p>	<p>Once you have finalised the shortlisting on TRAC you will be prompted to complete the interview details on Trac which will include:</p> <ul style="list-style-type: none"> • Interview type (first come first serve is recommended) • Date and place of the interview, including where to report to • The times and length of each interview • Names and job titles of the interview panel • Any additional information – for example details of any test or presentation they will be required to take <p>Once the Recruitment Team receives this information they will send the rejections to the unsuccessful candidates and finalise the interview/ assessment set up and invite the shortlisted candidate. Candidates will book their interview/assessment slot and receive an email confirmation.</p> <p>Feedback is not offered at this stage due to the volumes of applications received. However if a Recruiting Manager chooses to provide feedback this must be specific and relevant to the applicant.</p> <p>Virtual interviews are becoming increasingly popular due to the pandemic, and you can choose this method if it is appropriate for the role and interview process. Requests from candidates do not need to be accommodated if this is not appropriate. The invite to interview email will state that approval needs to be given by the panel. If a virtual interview is your preference, please state this in the additional information section. Candidates will be asked to provide their contact details and a copy of their passport so you can verify this at the time of the virtual interview. For further information in regards to virtual interviews please refer to appendix 3.</p> <p>TRAC will ask candidates to advise the Recruitment Team if any adjustments are required at the interview, and the Team will then notify you of these.</p>
<p>Interview</p>	<p>Recruiting Manager & Interview Panel</p>	<p>Interview Panels – These must consist of at least two people, this reduces the opportunity for bias and in certain circumstances there will be a requirement for larger panels according to the type and grade of post. The interview panel will comprise of those people best able to assess the knowledge, skills and attributes for a particular role but should always include the manager whom the appointed person will be responsible for. For senior appointments, the senior manager must also be a member of the panel and for post 8B and above, there should be a BAME representative where possible. The lead panel member must have previously attended a UHL recruitment and selection training course, and are familiar with the policy and process.</p> <p>Conflict of Interests - 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. No member of staff should participate in</p>

		<p>the shortlisting, interview process or authorise the appointment where a close relation is involved.</p> <p>Interview Questions - The interview panel should meet and prepare the interview questions prior to the interview so they are agreed and avoid repetition. The questions need to be in a set structure and the same for every candidate, to ensure consistency. However it is recognised that further probing questions may need to be asked in order to follow up particular issues or to gain clarification with an individual candidate. At the beginning of the interview, the panel should introduce themselves and tell the candidate a bit about the role and the department which will help put them at ease. You should use a variety of different types of questions such as open, hypothetical and example based and at the end of the interview, asks the candidate if there is anything they would like to ask the panel.</p> <p>The questions set by the panel should assess the candidates against the criteria listed in the person specification. Assumptions should not be made regarding the expertise or abilities because of their work history. Care must be taken to avoid questions that could be construed as discriminatory. For example, questions about candidates personal circumstances that are unrelated to the job. The interview panel could ask for confirmation of whether the candidates can comply with the working patterns of the role, but would not be able to ask supplementary questions about domestic; or childcare arrangements.</p> <p>Reasonable Adjustments – If a candidate requires an adjustment at interview stage, this will be highlighted via Trac and Recruitment Services will pass on any additional information received.</p> <p>Interview Notes - The interview panel acts for the Trust in making selection decisions and as such are accountable for these decisions. The Trust’s interview pack must be used for all interviews. Notes must be taken by each member of the panel so that an informed decision is made on the content of the interviews. Notes taken during the interview must relate to how the candidate demonstrated their skills, abilities, knowledge and experience.</p> <p>The chair of the panel (usually the recruiting manager) must ensure that the mandatory questions in the interview pack are completed for every candidate at the end of the interview. The Data Protection Act allows candidates to request a disclosure of all information collected about them during the recruitment process via a subject access request. Therefore in the event of a complaint or an Employment Tribunal all documents used in the recruitment and selection process would be required.</p>
<p>Outcome of</p>	<p>Recruiting</p>	<p>Decision - The decision to appoint a candidate must only be made by the panel members. Where the panel is unable to agree which candidate should be appointed they should either arrange a further assessment exercise such second interview, test, presentation, or the Recruiting Manager will be responsible for making the final decision.</p> <p>Verbal Offer and Interview Notes - Once the Recruiting Manager has made the verbal offer to the successful candidate/s, the lead panel member will need to complete the offer template on TRAC and change the status of each of</p>

<p>Interview</p>	<p>Manager</p>	<p>the successful and unsuccessful candidates. All paper interview notes for successful candidates need to be individually scanned and uploaded onto TRAC under the candidates' document section. Paperwork for the unsuccessful candidates can be scanned together and sent to the relevant email listed below, so the Recruitment Team can add this onto the vacancy.</p> <p>Nursinginterviewnotes@uhl-tr.nhs.uk (All Nursing and Midwifery posts)</p> <p>Nonmedicalinterviewnotes@uhl-tr.nhs.uk (All posts which are not nursing posts)</p> <p>Successful candidates should be advised not to submit their resignation to their current employer (where appropriate) prior to confirmation of all relevant checks being completed satisfactorily.</p> <p>All interview information will be retained in line with the Data Protection Act (1998) and NHS information Governance Guidelines. Recruitment and Selection information for successful candidates will be retained on the Recruitment file for the duration of their employment, whilst information on unsuccessful candidates will be retained for a period of 12 months before being destroyed.</p> <p>Reserve/ Waiting List Candidates - Where more than one candidate meets the selection criteria the interview panel may decide to list candidates as reserve and the Recruitment Team will send the relevant email to them. Where the first choice candidate is unable to take up employment, for any reason, the second candidate may be offered the position and so on. Reserves may be held for a period of 3 months on TRAC (from the date of interview) and if a vacancy for the same role arises during that period, the reserve candidate may be offered the position.</p> <p>Feedback – Where candidates have requested feedback, the Recruiting Manager will need to provide constructive feedback to the candidate using examples of evidence gathered throughout the selection process.</p>
<p>Offer & Employment Checks</p>	<p>Recruitment Services & Recruiting</p>	<p>Once you have updated TRAC and progressed the candidates into the correct state, it will appear on the work log for the Recruitment Team. The Team will send the rejection emails and the conditional offer letter will be prepared and sent, based on the information you have provided on the offer tab on TRAC.</p> <p>If there are any actions for the Recruiting Manager such as documents to provide or checks to approve, a communication will be sent from TRAC. It is strongly advised that the recruiting managers should maintain contact with their new employees throughout the employment checks process to engage the employee with their new team and place of work</p> <p>The Recruitment Team will commence the necessary employment checks that NHS organisations (across England) are required to undertake in the appointment and on-going employment of individuals in the NHS.</p> <p>For Internal Candidates, the Recruitment Team will obtain a reference from the candidates' current line manager, and also check their current file and advise of which checks will be required in order to ensure that the checks in place meet current NHS Employment Check standards. If they are not recorded or anything further is required the below will be</p>

	<p>Manager</p>	<p>followed.</p> <p>Pre-Employment Checks - The offer of employment cannot be confirmed until these requirements are met. These Include:</p> <ul style="list-style-type: none"> • Verification of Identity- A combination of ID documents are required to confirm the candidates name and address • Right to work in UK- Official documents are required to show the candidates right to work in the UK. If the candidate does not have right to work status the Trust may choose to apply for a Certificate of Sponsorship. From 1st January 2021, all candidates who reside outside the UK will require sponsorship under the new points based system unless they have settled, or pre-settled status. • Professional Registration- Where professional registration is required to carry out a role it is checked at conditional stage and the outcome is recorded on TRAC system and ESR (Electronic Staff Records) • Qualifications- Where a qualification is listed in the essential person specification, the Recruitment Team must obtain evidence of these. • References- References are sought after a conditional offer has been made, in writing using a standard form via the TRAC system. For all external applicants the requirement is that a reference(s) should cover a minimum of three years continuous employment and/or training including details of any gaps in service. The number of references may differ for each applicant, depending on how many episodes of employment/ training/ education they may have had in the last three years prior to making their application. If there are any gaps in employment/ training/ education a character/ personal reference will be obtained to cover this period. This must not be from a close friend or relative. <p>For individuals moving from one NHS organisation to another, or who have previous NHS employment, their employment data should automatically move around with them via an electronic system known as Inter Authority Transfers (IAT). When an IAT is not available, the individual will need to obtain the necessary data from their current/ previous NHS Trusts to provide to UHL.</p> <ul style="list-style-type: none"> • DBS Check - At the time of sending the Conditional Offer, candidates are asked to complete a self-declaration providing details of criminal offences, by using the Declaration A or B form as appropriate. In addition, for candidates that require a Standard or Enhanced level disclosure will be sent a link to complete an electronic DBS application. Where a DBS is required for a role, the candidate will not be able to commence prior to receiving the outcome, however in special circumstances a risk assessment can be completed. If a declaration form or DBS contains information, the Recruiting Manager will be notified to follow the necessary
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process as outlined in the Disclosure and Barring Service Policy. If a candidate is living overseas at the time of their pre-employment checks, they must provide a Police Certificate from that country and then a DBS will be carried out once they have been in the UK for 3 months.

- **Occupational Health-** Depending on the type of role, clearance may be required before a candidate can commence in post. If it is known the candidate has a pre-existing medical condition or disability, the Recruiting Manager is required to make a referral before the candidate can commence in post. The Recruiting Manager is required to complete a risk assessment with the candidate during the pre-employment check process.

Making reasonable adjustments - When the successful candidate has a disability or medical condition, reasonable adjustments may need to be considered and in consultation with them. The Trust has a duty to consider what reasonable adjustments can be made to working practices. Where it is noted that reasonable adjustments need to be made this should be discussed with the Occupational Health Team and the HR generalist team during the recruitment process.

Starting salary and incremental dates - All new employees to the NHS are to be appointed on the lowest salary point in the relevant band. However, in exceptional circumstances a starting salary which is higher than the lowest salary point in the band may be agreed, where equivalent previous experience may be counted. This would normally be in situations where the role is of a specialist nature that the higher salary is necessary to secure the best candidate for the role. This should be discussed with Generalist HR and noted on the TRAC offer form.

When an NHS candidate is offered a job that is at a higher pay band, pay should be set at the minimum of the new pay band. However, if this would result in no increase, for example, the individual is at the top of their current pay band, the individual would go to the first pay point in the band which would result in an increase in pay. The employee's incremental date when they are eligible to move to the next incremental point on the pay scale) will change to reflect the date of the most recent increase in salary.

When an NHS candidate is offered a job that is at the same pay band as their current role, they would normally move across on the same pay point and the incremental date will remain the same.

Withdrawing an offer of employment - If, after careful consideration the Recruiting Manager decides to withdraw the conditional offer of employment, the grounds of withdrawal must be very clear e.g. due to unsatisfactory employment checks (see appendix 2). The recruiting manager is advised to discuss their decision with the HR Generalist Team before contacting the candidate to inform them of their decision. Once notified, the Recruitment Team will reject the candidate on TRAC and follow up with an email communication to confirm the withdrawal in writing.

Completed Pre-Employment Checks - Once all the relevant NHS employment checks have been met, the Recruiting Manager will be notified via TRAC and will be asked to arrange a start date with the applicant. Recruiting Managers

		must ensure that the start date falls on a Trust Induction day.
Contract	Recruitment Services	<p>Once the Recruitment Team has been advised of the agreed start date, the contract will be prepared based on what was previously provided on the offer tab. If any details have changed through agreement with the candidate, the Recruitment Team will need to be notified so the correct details are included on the contract. The contract will be emailed to both the candidate and the Recruiting Manager.</p> <p>The HR1 will also be prepared by the Recruitment Team and provided in the induction pack. The Recruitment Services team will book the candidate onto the Trust Induction and they will receive confirmation of this directly from the Induction Team. For internal candidates, the HR2 will be emailed to the Recruiting Manager and the Trust Induction is not required.</p>
Induction & First Day	Recruiting Manager	<p>The Recruiting Manager must ensure that all practical arrangements are considered and plans made to welcome the new employee. All external staff will attend Corporate Induction on their first day which takes place on a Monday and will be changed to a Tuesday if there is bank holiday.</p> <p>The Recruiting Manager will need to make arrangements with the candidate for after the Induction session, to meet and welcome the new employee on their first day in the department.</p> <p>The Recruiting Manager will need to complete the HR1 form with the candidate, and send the original to ESR and retain a copy for their records. The local induction form also needs to be completed within the required time scale</p>

Conditional Offer Approval and Withdrawal Guidance

Interview

No questions are to be asked about sickness absence/disabilities.

Opportunity to discuss any convictions declared at the end of the interview from the mandatory checklist.

Successful applicant identified.

Conditional job offer made

Non-confidential health questionnaire and Infectious Diseases & Immunisations Screening questionnaire issued.

Declaration A/B form issued.

DBS application sent to applicant (if required)

Reference requests are sent.

Pre-employment checks

Pre-employment checks are to include references, DBS (if required), ID, Right to Work, Qualifications, Declaration form A/B and the Health Questionnaires.

1. Candidate completes the non-confidential health questionnaire and returns it to RS
 - Candidate send the C35 Health Screening questionnaire to OH
- For EPIP posts and those coming from overseas, candidate **MUST NOT** commence in post until cleared by OH. RS to identify all EPIP posts to OH.
- If a medical condition is declared on the non-confidential health questionnaire, RS sends this to manager so they can commence discussions with the candidate and refer to OH if required.
2. References are returned which should contain absence information, and approved by the manager.
3. Candidate completes and returns the Declaration A/B form. If this contains declared convictions RS checks if they have been declared on the application form and sends to the manager so they commence discussions with the candidate, if they haven't already been made aware of them at interview.
4. RS are notified of DBS outcomes electronically. If it contains information the candidate must bring the original certificate to RS to be temporarily recorded, and discussed with the manager. The manager must also complete 'Assessment of Disclosure' form (see appendix 1 (DBS) Policy **B2/2006**)
5. Candidate provides their original documents in line with NHS Employers requirements.

No concerns

If there are no concerns, offer can progress in usual way.

Concerns

With absence levels, related absences, medical condition or disability.

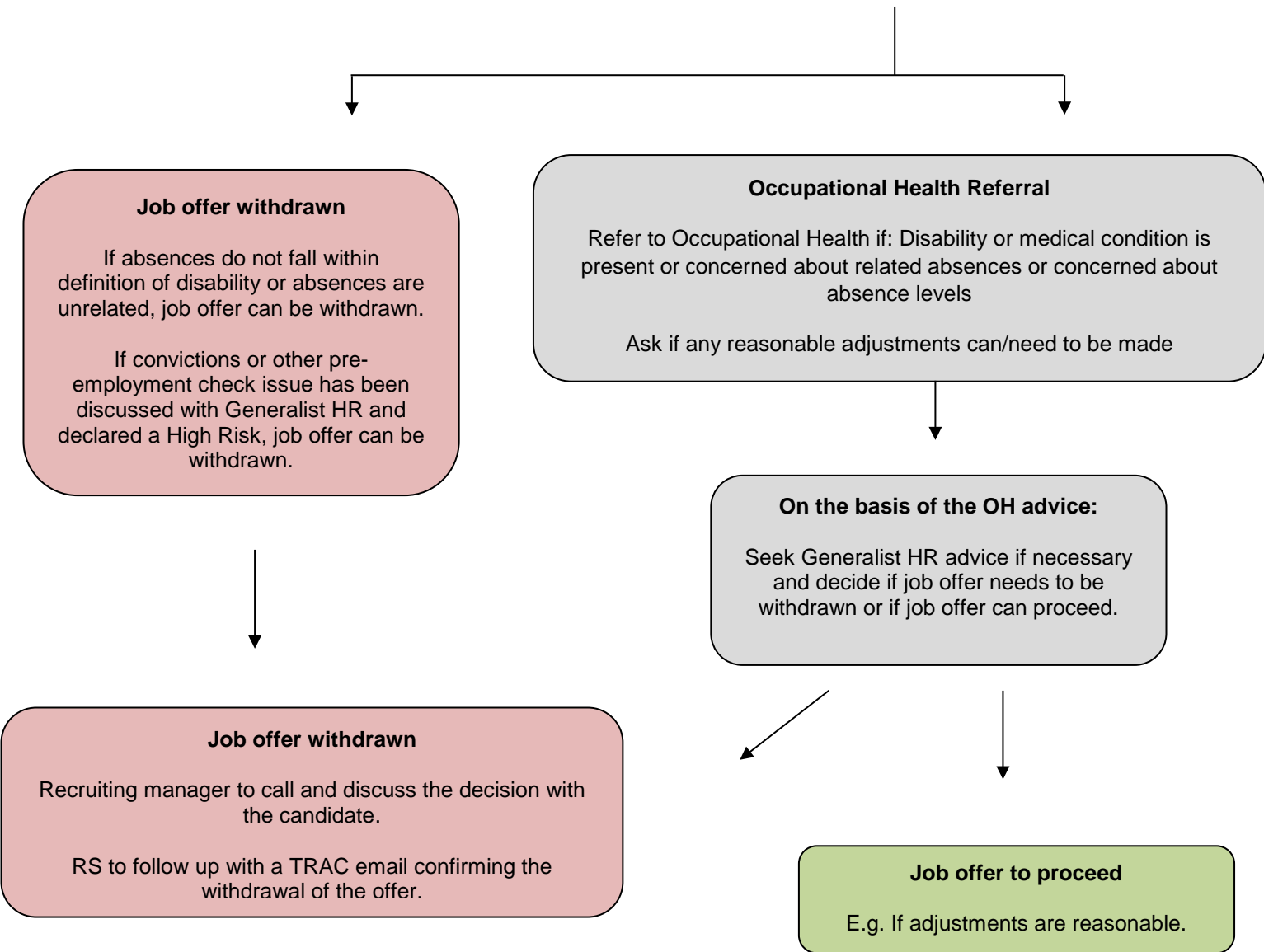
With declared or undeclared convictions or DBS results (see appendix 1 of Disclosure and Barring Service (DBS) Policy **B2/2006**.)

With any other pre-employment check.

If sickness absence is related but, having discussed with the candidate, considered a **low risk** in terms of on going poor attendance or pregnancy related – proceed

If convictions or other pre-employment check issue is considered a **low risk** - proceed

Manager to speak with candidate/referee to obtain more information and then it is advised to discuss the decision with generalist HR team and OH if it is health related.



Virtual Interview Guidance

Invitations - Once Recruitment Services have sent the invite to interview and candidates have booked their interview slots, you can set up your **MS Teams** meetings and send invites to the candidates email addresses. These can be found by logging into Trac

Technology - Test your technology prior to the interviews taking place – make sure your camera and microphone are working and you have a charger! Make sure the panel are also prepared and can either see the screen or have tested their technology if you are logging on separately.

Tests and Assessments – If you have an assessment as part of your interview process you will need to consider how this will work during a virtual interview, if it needs adapting and to ensure it is fair for all candidates. Depending on the type of assessment it might be appropriate to email it to the candidate at the start of the interview, read the questions out loud and allow them time to write or verbally answer or share your screen.

No Distractions - Even though you are conducting the interviews virtually, you will still need to find an appropriate space with no distractions or interruptions– turn your mobile on silent along with your email notifications. Make sure the room is well lit, but without direct light into the camera as this will stop the candidate seeing you well and can affect the engagement of the interview.

Glitches - When introducing yourselves and the panel, let them know to tell you if they can't hear clearly or need anything repeating. If any technical glitches happen such as your screen freezing, sound cutting out etc and you have not heard their response or question, be honest about the situation and ask them to repeat it. If it continues you can try logging out and back in again to see if that helps.

Be Professional - Don't forget that this is an interview and to maintain the same level of professionalism as if it was a face to face interview. You should still be dressed appropriately and use the same body language. Speak clearly and use eye contact.

At the end of the interview, don't forget to thank the candidate for taking part and being adaptable.