

Recruitment & Selection Policy

CPRCCG HR16

Version:	003
Ratified by:	Remuneration Committee
Date ratified:	January 2020
Name of Director Sponsor:	Director of Strategy & Planning
Name of originator/author:	Associate Director Assurance HR Business Partner
Name of responsible committee/individual:	Remuneration Committee
Date issued:	January 2020
Review date:	January 2021
Target audience:	All CCG Staff

	CONTENTS	PAGE NO
1.	POLICY STATEMENT	3
2.	PRINCIPLES	3
3.	RECRUITMENT & SELECTION PROCESS	4
3.1	Identifying a vacant post	4
3.2	Appointing to a vacant post without advertising	4
3.3	'Ringfencing' and redeployment	5
3.4	Compiling a job description	5
3.5	Advertising a vacancy	6
3.6	Shortlisting	6
3.7	Interview assessment	6
4.	APPOINTMENT PROCESS	7
4.1	Pre-employment checks	7
4.2	Starting salary and setting increment date	7
4.3	Withdrawing an offer of employment	8
4.4	Making reasonable adjustments	8
4.5	Giving feedback to applicants and expenses	8
5.	RECRUITMENT & SELECTION PROCEDURE	9
6.	MONITORING & REVIEW	9
	Appendix 1 Equality Impact Assessment	10

1. POLICY STATEMENT

- 1.1 The Recruitment & Selection Policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers undertake recruitment and selection effectively and consistently.
- 1.2 The CCG actively promotes equality of opportunity for all and welcomes applications from a wide range of candidates.
- 1.3 The CCG complies fully with the NHS Employment Check Standards (<https://www.nhsemployers.org/your-workforce/recruit/employment-checks>) and the Disclosure & Barring Service Code of practice (see CCG DBS policy) and undertakes to treat all applicants in the same way at each stage of the process.
- 1.4 In accordance with NHS Employment Check Standards, the CCG will undertake document checks on all prospective employees and staff engaged with the CCG. This includes substantive staff, staff on fixed term contracts, volunteers, students, trainees, independent contractors and individuals supplied by agencies (the agency will undertake references on behalf of the CCG).
- 1.5 This procedure applies to all vacancies within the CCG.

2. PRINCIPLES

- 2.1 The CCG recognises the need for equality and diversity within the workforce and seeks to promote equality and diversity issues and awareness. In the application of this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of protected characteristics as defined by the Equality Act 2010 and other relevant employment legislation, for example, membership of a trade union or staff side organisation.
- 2.2 The CCG is an equal opportunities employer and has taken measures to ensure that any opportunity for discrimination during the recruitment process is removed. Personal information is removed from application forms prior to short listing and is used for monitoring purposes only. It will also ensure that objective selection criteria are used, the decision making process is recorded and it can be demonstrated that appointments are made on merit.
- 2.3 The CCG aims to ensure that all employees who are responsible for undertaking recruitment and selection are suitably trained and have the necessary knowledge and skills in:

- recruitment & selection techniques including non-conscious bias and value based interviewing;
- equality & promoting the case for diversity;
- application of this policy and procedure.

2.4 Recruitment and selection is carried out in accordance with all relevant legislation.

2.5 If applicable, the CCG uses Disclosure & Barring Service to assess applicants' suitability for positions which meet the criteria of either a Standard or Enhanced Level check. The CCG will comply with the DBS Code of Practice and undertakes to treat all applicants fairly. The CCG also undertakes not to discriminate unfairly against any subject of a disclosure on the basis of conviction or other information received.

2.6 Recruitment within the CCG will be dealt with on a local basis but in line with this and other relevant policies. The CCG will be responsible for ensuring that all recruitment activities are carried out in line with the principles of equal opportunities and in conjunction with the HR service provided by Arden GEM CSU under the SLA.

2.7 Data is held and destroyed in line with the General Data Protection Regulations (GDPR) 2018. Only information essential to the recruitment decision will be obtained and will be kept in accordance with the Act

3. RECRUITMENT & SELECTION PROCESS

3.1 Identifying a vacant post

Before deciding to fill a vacancy and progressing to the next stage of the recruitment process there are a number of questions to be asked.

- Can the work itself be eliminated?
- Can the work be absorbed by re-organising existing resources?
- Is there still a job to be done?
- Is it the same job as was done previously?
- Can a skill mix be considered as an alternative?
- Will the job be substantive or temporary?
- Can the vacancy be covered with a temporary secondment?
- Is this one vacancy or can a single process be used to fill this and subsequent vacancies?
- Is the CCG recruiting solely to fill this particular post or is it looking for somebody with promotion potential?

3.2 Appointing to a vacant post without advertising

3.2.1 If a post becomes available on a temporary basis due to such reasons as maternity or long term sickness cover, the recruitment and selection process outlined in this policy must be followed when selecting an employee to cover

the vacancy. In such circumstances, it may be appropriate to recruit to the vacancy from a specific group of staff, for example, where the post is of a specialist nature.

- 3.2.2 Should the post then become available on a substantive basis, it may be possible to waive the standard recruitment process. However, this will only be the case where it can be demonstrated that the initial recruitment and selection was made fairly and equitably.
- 3.2.3 Temporary appointments (acting up) will be reviewed between 10 and 12 months in order to establish whether the temporary promotion can be ended and the employee confirmed into that position.

3.3 'Ring fencing' and redeployment

- 3.3.1 In periods of organisational change, 'ring fencing' or 'pooling' arrangements may be put in place to support redeployment of staff deemed to be at risk of redundancy. The provisions of the CCG's organisational change policies will be applied in these circumstances.
- 3.3.2 In addition, there may be other times when the ring fencing' of vacancies may be considered, for example, where redeployment is being sought for individual employees for the purposes of capability or long term health conditions as provided under the Equality Act. When this is proposed, advice should be sought from the HR service.

3.4 Compiling a job description

- 3.4.1 Having established that a vacancy exists, a job description must be developed for the post. This comprises two parts – the job description which describes the duties and responsibilities of the role, and a person specification which lists the qualifications, training, experience and skills or attributes required of the post holder for the role. If it is an existing post, then the current job description/person specification may be used but before proceeding, this should be reviewed to ensure this is up to date and where necessary, any necessary changes made.
- 3.4.2 The job description must summarise the role and responsibilities of the post in a concise and accurate way.
- 3.4.3 The person specification defines the qualifications, training, experience and skills that are required by a person to fulfil the role. The criteria must be categorised as either essential (the minimum standards required to perform the job adequately) or desirable (the standards which will enable the person to perform the job more effectively).
- 3.4.4 It is important that the criteria used in the person specification are completely justifiable in order to demonstrate that decisions are made solely on merit.

- 3.4.5 The job description, including the person specification, will be subject to evaluation under the national Agenda for Change Job Evaluation scheme to determine the appropriate salary for the role. This will be done by trained job evaluators and through the HR service.

3.5 Advertising a vacancy

- 3.5.1 In normal circumstances, all jobs will be placed on the NHS jobs website and applicants are required to apply online. However, in exceptional circumstances, an alternative offline form of written application may be accepted.
- 3.5.2 Where external advertising is considered appropriate, for example, advertising a specialist post, the recruiting manager should seek advice from the HR service with regard to identifying the most efficient and effective method of advertising the job with a view to attracting the widest range of high calibre applicants.
- 3.5.3 There may be occasions when a vacancy is to be advertised internally only but will be subject to local agreement by the senior management team and supported by a rationale for doing so. For example, at periods of organisational change. In such circumstances, the definition of 'internal only' may be extended to across the wider health economy where staff are affected by the organisational change.

3.6 Shortlisting

- 3.6.1 To support the CCG's commitment to equality & diversity, personal information will be removed from applications received before these are reviewed by the recruiting manager. Equality & diversity information will be used for workforce reporting and monitoring purposes only.
- 3.6.2 Accordingly, shortlisting will be done from anonymised applications. The selection criteria used for shortlisting will be taken from the job description and person specification, must be objective and measurable from the evidence provided by the submitted application form. The decision making process should be recorded, together with an explanation as to how the decision was arrived at.
- 3.6.3 Shortlisting will be undertaken by a minimum of two managers, including the recruiting manager and another manager from another team or department. At least one member of the shortlisters should have received formal training in recruitment and selection techniques and ensuring equality & diversity.

3.7 Interview assessment

- 3.7.1 Those involved in the recruitment interview should be suitably trained and have the necessary knowledge and skills to conduct interviews. They should ensure they focus on the needs of the job and skills needed to perform it

effectively and make notes throughout using the interview recording template. At least one member of the interview panel should have received formal training in recruitment and selection techniques and ensuring equality & diversity.

- 3.7.2 Any formal assessments to be used as part of the selection process must be linked to the essential criteria as stated in the job description and developed after advice from and in conjunction with the HR service.

4. APPOINTMENT PROCESS

4.1 Pre-employment checks

All pre-employment checks will be undertaken in accordance NHS Employment Check Standards (<https://www.nhsemployers.org/your-workforce/recruit/employment-checks>) and will include the following:

- completion of identity and right to work checks;
- completion of occupational health questionnaire and follow up assessment where required;
- receipt of satisfactory references (two for external candidates and one for internal candidates unless employed by the organisation for less than 3 years then two will be required);
- receipt of satisfactory DBS check where appropriate;
- proof of relevant qualifications where indicated as essential in the person specification;
- professional registration checks; and
- Healthcare Professional Alert Notices (HPAN) check, where appropriate.

4.2 Starting salary and setting incremental date

- 4.2.1 All new employees should be appointed on a salary point on the band determined for the post to which they have successfully applied. The national Agenda for Change pay scales set out the experience required to progress through the pay band and this should be taken into account when determining a starting salary.
- 4.2.2 New staff already employed within the NHS but appointed to a higher banded role would normally be placed on the lowest pay point but where this would result in no increase by virtue of their current salary/place on the Agenda for Change pay scales, then the individual may be offered the first point on the pay band which would generate an increase in pay. This should also take into account any recruitment and retention premium previously being paid or any pay protection arrangement in place. No recruitment and retention premium would continue, unless specifically agreed prior to recruitment for the new role.
- 4.2.3 When a candidate internal to the NHS is offered a job that is at the same pay band as their current role, they would normally move into the new role on the

same pay point and their incremental date retained. However, where an individual has been in receipt of any other payment, for example, high cost area allowance, pay protection or a recruitment and retention premium, this may be taken into account when determining the starting salary. In these circumstances, however, this will not be higher than the top point of the relevant pay band and no protection will be payable.

- 4.2.4 In exceptional circumstances, a candidate external to the NHS may be appointed on a salary other than the lowest pay point in light of transferable skills and experience. In these cases, an assessment would be required and agreement sought from the budget holder following advice from the HR Service.
- 4.2.5 Where the recruiting manager wishes to offer the successful candidate anything other than the bottom pay point (or the pay point which results in an increase in pay as set out above), advice should be sought from the HR Service and a Variation in Starting Salary form completed and authorised.
- 4.2.6 The increment date for new appointees will be the anniversary of their appointment.

4.3 Withdrawing an offer of employment

- 4.3.1 If, after careful consideration, it is decided to withdraw the conditional offer of employment, the grounds for withdrawal must be very clear, for example due to unsatisfactory references or other pre-employment checks and the offer of employment rescinded in writing. This decision must be made in conjunction with the HR service.

4.4 Making reasonable adjustments

- 4.4.1 The CCG operates a guaranteed interview scheme for those candidates with a declared disability and who meet the essential criteria for the role as set out in the person specification. In such cases, any necessary adjustments to enable the candidate to attend the interview will be made.
- 4.4.2 Where a candidate with a declared disability is selected for appointment, any adjustments required and how these may be reasonably met will need to be discussed with the individual and all other relevant parties.

4.4 Giving feedback to applicants and expenses

- 4.4.1 Applicants will be informed via NHS Jobs if they have been shortlisted for interview. It is the responsibility of the recruiting manager to ensure that all applicants are informed of the outcome of their application, especially where, in instances where NHS Jobs has not been used to advertise the vacant post.
- 4.4.2 Applicants may request feedback on their application and this will be provided by the recruiting manager, either via email or telephone. The expectation is

that all internal candidates receive feedback if they have not been shortlisted for interview.

- 4.4.3 Following interview, all candidates should be contacted by the recruiting manager and given verbal feedback
- 4.4.4 If an applicant is unhappy with the feedback received or has any concerns relating to the recruitment and selection process, these may be raised in writing to the relevant Head of Service or Executive Director. Where the Executive Director has been involved in the process, the concerns should be addressed to the Associate Director of Assurance.
- 4.4.5 Only in exceptional circumstances and subject to prior agreement will expenses incurred by the individual in attending the interview be reimbursed.

5. RECRUITMENT & SELECTION PROCEDURE

- 5.1 CCG recruitment administration is conducted by the People Services team of Arden GEM CSU in accordance with the service level agreement in place. The detail of this and associated timescales will be published.

6 MONITORING & REVIEW

- 6.1 This policy will be reviewed after two years by the CCG or earlier if required by changes in employment legislation.

EQUALITY IMPACT ASSESSMENT

Title of the change proposal or policy:

Brief description of the proposal:

Name(s) and role(s) of staff completing this assessment:

Date of assessment:

Please answer the following questions in relation to the proposed change: Will it affect employees, customers, and/or the public? Please state which.

Is it a major change affecting how a service or policy is delivered or accessed?

Will it have an effect on how other organisations operate in terms of equality?

If you conclude that there will not be a detrimental impact on any equality group, caused by the proposed change, please state how you have reached that conclusion:

