Recruitment Policy

V15.0

October 2019
Summary

This policy aims to provide a flexible but systematic recruitment framework in which roles and responsibilities are clearly defined to ensure that the recruitment process is carried out in a fair, professional and lawful manner.
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Data Protection Act 2018 (General Data Protection Regulation – GDPR) Legislation

The Trust has a duty under the DPA18 to ensure that there is a valid legal basis to process personal and sensitive data. The legal basis for processing must be identified and documented before the processing begins. In many cases we may need consent; this must be explicit, informed and documented. We cannot rely on opt out, it must be opt in.

DPA18 is applicable to all staff; this includes those working as contractors and providers of services.

For more information about your obligations under the DPA18 please see the Information Use Framework Policy or contact the Information Governance Team rch-tr.infogov@nhs.net
1. **Introduction**

1.1. A strategic and professional approach to recruitment enables the Trust to attract, appoint and retain colleagues with the necessary skills and attributes to fulfil its aims and objectives.

1.2. This version supersedes any previous versions of this document.

2. **Purpose of this Policy/Procedure**

2.1. The aim of this policy is to provide the Royal Cornwall Hospitals NHS Trust (“the Trust”) with a flexible but systematic recruitment framework in which roles and responsibilities are clearly defined to ensure that the recruitment process is carried out in a fair, professional and lawful manner.

2.2. This policy will be supported by the Recruitment User Guide, currently in development, further details of which can be obtained from Recruitment Services.

3. **Scope**

This policy applies to any member of staff involved in the recruitment process unless covered separately by a local agreement.

4. **Definitions / Glossary**

- **AFC** Agenda for Change
- **DBS** Disclosure Barring Service
- **EVRG** Executive Vacancy Review Group
- **RC** Recruitment Co-Ordinators
- **RM** Recruiting Manager
- **TRAC** Trust’s applicant tracking system

5. **Ownership and Responsibilities**

5.1. The **Director of People and Organisational Development (OD)** has overall responsibility for the implementation of this policy.

5.2. The **Head of Recruitment** is responsible for overseeing the Trust’s recruitment administration processes and ensuring adherence to this policy.

5.3. The **Recruiting Manager (RM)** is responsible for:

- evaluating the need of the role within their structure
- managing the vacancy within Trac
- liaising with aligned Recruitment Co-ordinator (RC) and People Partner ensuring the right people are recruited to the right roles in a timely way.

5.4. The **Recruitment Co-ordinators (RC)** are responsible for providing first line advice for managers on the recruitment administration process.
6. Standards and Practice

6.1. The Recruitment Process
The Trust recruitment processes have been separated into the following steps:
- Identifying a need
- Preparation and initial documentation
- Advertising a vacancy
- Shortlisting
- Arranging and conducting interviews
- Post-interview
- First working day and induction.

6.2. Identify a vacancy
6.2.1. Vacancies create an opportunity to reconsider the overall functions and structure of a Care Group/department. The recruitment and selection process should not commence until a full evaluation of the need for the role against the following has been completed:
- the strategic aims of the Trust/Care Group/Department
- any foreseeable changes that might impact on the role or the area
- budget
- current staff structure and skills
- any relevant exit interview information.

6.2.2. Consideration should then be given to:
- is the post still required in the current form?
- what is the purpose of the post?
- does the vacancy need to be filled, if so at what band/grade and hours?
- can the duties be adjusted or allocated to someone else?
- will future changes require different skills?
- can the post be filled on a temporary or part time basis?
- is the post suitable for an apprenticeship?

6.3. Preparation and initial documentation
6.3.1. Doctors in Training
6.3.1.1. As a training hospital we have doctors rotating through the hospital on an annual basis. These doctors are not recruited through the hospital they are recruited by the Peninsula Deanery who follow the national procedure for recruiting Doctors in Training.

6.3.1.2. On receipt of confirmed doctors assigned to the Trust, the Medical Staffing team will complete all required pre-employment checks in line with the NHS Employment Checks Standards.

6.3.2. Raising a Request
6.3.2.1. All recruitment activity is managed via the Trust’s online recruitment solution Trac.
6.3.2.2. All requests to be loaded through Trac and follow the Trust’s approval process. Once EVRG approval is received the vacancy is to be advertised. Guidance available on Trac: https://admintrac.jobs/userguide/132677765html

6.3.2.3. Where possible, new and changed roles should be based on one of the existing job descriptions that have already been formally banded by the Trust’s AFC panels. If it is decided that no changes are required to a role that has previously been banded then the post can be advertised in line with this policy.

6.3.2.4. If any amendments are made to a job description or person specification they will need to be discussed with a member of the Care Group/ Service People Partner team. If it is decided the changes do not include a significant or tangible change the RM may continue with the recruiting process. If they do, consideration will be given as to whether the post can be benchmarked against a previously banded role. Benchmarking should be undertaken prior to continuing with the recruitment process.

6.3.2.5. Job descriptions which cannot be benchmarked must be submitted to a full AFC job matching panel. Job matching should be undertaken prior to continuing with the recruitment process. Further information regarding the process is available from the Trust’s Job Matching Policy, a copy of which is available from the Document Library.

6.4. Advertising

6.4.1. As a minimum vacancies will be advertised for the following duration:

- All internal jobs = 7 calendar days
- All jobs at Band 2-4 = 10 calendar days
- Admin & clerical jobs at Band 5+ = 10 calendar days
- Clinical jobs at Band 5+ = 14 calendar days.

6.4.2. If a targeted advertising campaign is required, the RC will liaise with the Trust’s advertising agents to produce a cost-effective campaign supported by the RM’s budget. This will only be considered where incurring additional costs is given appropriate authorisation and budget approval.

6.4.3. If an identical post has been advertised within the previous three months and interviews have been held, it is permissible to offer the position to one of the other interviewed candidates subject to them meeting the RM’s needs and NHS Employment Check standards.

6.4.4. The Trust will only accept online applications during the stipulated advertising period for the vacancy. Offline applications or applications after the closing date will not be accepted.

6.4.5. The closing date for applications will normally be two weeks.
6.5. **Shortlisting**

6.5.1. Once the vacancy has been loaded onto Trac the RM can access the system and view applications. The RM will complete shortlisting online via Trac within five working days.

6.5.2. To ensure equality at the shortlisting stage the system will not allow the personal data of the candidates to be viewed. Trac will allocate each application an individual reference number and this number will follow the application through the entire process.

6.6.3 For best recruitment practice at least two members of the interview panel will be included in the short-listing process.

6.5.3. The RC will highlight to the RM any candidates applying under the Disability Confident Employer guaranteed interview scheme for people with disabilities. Providing they meet the essential criteria of the post, they will be offered an interview.

6.5.4. The RM must ensure that the reasons for shortlisting or not shortlisting a candidate are clearly recorded on Trac.

6.6. **Arranging and Conducting Interviews**

6.6.1. The Chair is responsible for all arrangements for interviewing, including:

- arranging an interview panel
- providing a suitable environment, refreshments and any equipment that is required
- making reasonable adjustments for candidates as necessary
- creating interview questions
- preparing assessments.

6.6.2. RM’s will update Trac with details of the interviews and the RC will contact candidates to invite them to attend the interview via Trac.

6.6.3. Interviews should be conducted within a satisfactory time frame of shortlisting. Trac will not permit interviews to be scheduled with less than two working days’ notice.

6.6.4. Candidates invited for interview are required to produce one form of photographic identification with them to their interview. This should be checked by the chair of the interview panel to confirm the candidate’s identity.

6.6.5. Trac will automatically email the RM the interview pack on the working day prior to the interview.

6.6.6. The RM is responsible for deciding the most appropriate selection process for the role. An interview is normally the minimum selection method; however, it is recommended that consideration be given to incorporating multiple selection methods into the recruitment process. These may include:

- individual interviews;
- written exercises;
- presentations;
- simulations and mock environment assessments
- aptitude/ability tests;
- visits to work locations;
- group exercises;
- observations.

6.6.7. Following the interviews, the panel should add up their scores for each of the candidates and discuss which individual they feel is the most suitable for the role. If the decision is between candidates who scored identically at interview, or if the interview panel do not select the highest scoring candidate, then clear reasons for this decision should be recorded on the interview record form, as this decision could be challenged by the candidate.

6.6.8. If the panel chooses not to appoint any of the candidates then consideration should be given to amending the job description, person specification, hours or location of the role, or the way in which the job was advertised in order to attract candidates who may be suitable for the role.

6.6.9. Interview panel members must bear in mind that under the Data Protection Act 2018 (known as the General Data Protection Regulation – GDPR) candidates have the right to see all their interview notes. This information is maintained on Trac for 13 months.

6.6.10. Once a decision has been made by the panel, both the successful and unsuccessful candidates should be notified by the RM, usually by telephone, of the outcome and offered feedback on their performance at interview. The successful candidate should be verbally offered the position, subject to satisfactory pre-employment checks. Provisional start dates and salary should be discussed in line with the Trust’s Starting Salaries Policy, a copy of which is accessible via the Document Library. If the successful candidate has previous relevant experience an ‘Authorisation of Previous Experience Form’ must be completed, authorised and received by payroll.

6.6.11. If a candidate has declared they require reasonable adjustments to carry out the role offered to them, the RM can contact Occupational Health for advice.

6.6.12. If candidates have been unsuccessful but are appointable RM’s may wish to consider supporting their application to join Kernowflex. To enable this please clearly mark “refer to Kernowflex” across the top of the candidate’s application form and recruitment documentation and return to the RC. The RC will contact the candidates to offer further information about Kernowflex and opportunities.

6.6.13. Following interview the Chair of Interview will update Trac to notify the system of the successful candidate and move them into Offer Status – this will trigger the RC to begin pre-employment checks and send a conditional letter (via Trac).
6.7. **Employment Checks**

6.7.1. Successful candidates will make an appointment with the RC to present all necessary documentation to satisfy the employment checks:

- ID check
- relevant qualifications
- relevant professional registration and memberships
- proof of the right to work in the UK
- relevant DBS declarations are completed
- appropriate references (must include most recent employer and cover a three year period).

6.7.2. The above checks are in line with the six NHS Employment Check Standards which outline the type and level of checks employers must carry out before recruiting staff into NHS positions.

6.8. **Post Interview**

6.8.1. Where a Disclosure and Barring Service (DBS) Check is required, the candidate will be sent a link within the conditional offer signposting to an online DBS application.

6.8.2. If unsatisfactory pre-employment checks are received the offer of appointment can be withdrawn. Managers should liaise with their People Partners before making a withdrawal of an offer.

6.8.3. On receipt of all satisfactory appropriate pre-employment checks the RC will issue an unconditional offer and relevant contractual paperwork. This letter will contain the confirmed start date and induction date.

*Important note: Candidates must not commence employment before all checks are complete and satisfactory. In exceptional circumstances a candidate can commence work pending the return of some statutory employment checks but the RM must complete a risk assessment and seek appropriate authorisation for working outside the regulated process.*

6.9. **First Working Day and Induction**

6.9.1. New starters to the Trust must undertake Corporate Induction, this will commence on their first working day. The RC will register any new starters onto Corporate Induction.

6.9.2. In advance of the appointee’s first day in the role, the RM is responsible for arranging a local induction.

7. **Dissemination and Implementation**

7.1. This policy will be disseminated to all Trust staff members via the Document Library.

7.2. The Recruitment Team will ensure that there are robust arrangements in place to disseminate this policy to all staff members involved in a recruitment process.
8. Monitoring compliance and effectiveness

<table>
<thead>
<tr>
<th>Element to be monitored</th>
<th>Compliance with pre-employment checks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead</td>
<td>Recruitment Manager</td>
</tr>
<tr>
<td>Tool</td>
<td>Internal central log and recruitment checklist</td>
</tr>
<tr>
<td></td>
<td>Recruitment activity compliance report to demonstrate pre-employment checks are in place, where required for all activity during the quarter.</td>
</tr>
<tr>
<td></td>
<td>Departmental “spot checks” will be undertaken each quarter to monitor compliance of the guide. Six files per quarter will be checked for compliance with the policy from request to recruit stage to completion of offer paperwork.</td>
</tr>
<tr>
<td>Frequency</td>
<td>Quarterly recruitment activity reports produced. Quarterly “spot checks” undertaken</td>
</tr>
<tr>
<td>Reporting arrangements</td>
<td>Equality will be reported to Equality, Inclusion and Human Rights group on quarterly basis.</td>
</tr>
<tr>
<td></td>
<td>Non-compliance will be discussed and monitored during Recruitment Team meetings; actions will be agreed and will be clearly recorded and escalated appropriately.</td>
</tr>
<tr>
<td>Acting on recommendations and Lead(s)</td>
<td>Director of People and Organisational Development</td>
</tr>
<tr>
<td>Change in practice and lessons to be shared</td>
<td>Required changes to practice will be identified and actioned within three months. A lead member of the team will be identified to take each change forward where appropriate. Lessons will be shared with all the relevant stakeholders.</td>
</tr>
</tbody>
</table>

9. Updating and Review

9.1. This policy will be reviewed by the Head of Recruitment no less than every three years unless an earlier review is required.

9.2. Where the revisions are minor eg amended job titles or changes in the organisational structure, approval can be sought from the Executive Director responsible for signatory approval and can be re-published accordingly without having gone through the full consultation and ratification process.

10. Equality and Diversity

10.1. The Royal Cornwall Hospitals NHS Trust is committed to a Policy of Equal Opportunities in employment. The aim of this policy is to ensure that no job applicant or employee receives less favourable treatment because of their race, colour, nationality, ethnic or national origin, or on the grounds of their age, gender, gender reassignment, marital status, domestic circumstances, disability, HIV status, sexual orientation, religion, belief, political affiliation or trade union membership, social or employment status or is disadvantaged by conditions or requirements which are not justified by the job to be done. This policy concerns all aspects of employment for existing staff and potential employees.

10.2. The Initial Equality Impact Assessment Screening Form is at Appendix 2.
## Appendix 1. Governance Information

<table>
<thead>
<tr>
<th>Document Title</th>
<th>Recruitment Policy V15.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date Issued/Approved:</td>
<td>October 2019</td>
</tr>
<tr>
<td>Date Valid From:</td>
<td>October 2019</td>
</tr>
<tr>
<td>Date Valid To:</td>
<td>October 2022</td>
</tr>
<tr>
<td>Directorate / Department responsible (author/owner):</td>
<td>Adam Kirton, Head of Recruitment Cath Crofts, Recruitment Manager</td>
</tr>
<tr>
<td>Contact details:</td>
<td>01872 255755</td>
</tr>
<tr>
<td>Brief summary of contents</td>
<td>A guide for managers on the recruitment process</td>
</tr>
<tr>
<td>Suggested Keywords:</td>
<td>Recruitment, selection, interview, appointment</td>
</tr>
<tr>
<td>Target Audience</td>
<td>RCHT</td>
</tr>
<tr>
<td>Executive Director responsible for Policy:</td>
<td>Director of People and Organisational Development</td>
</tr>
<tr>
<td>Date revised:</td>
<td>October 2019</td>
</tr>
<tr>
<td>This document replaces (exact title of previous version):</td>
<td>Recruitment Policy V14.0</td>
</tr>
<tr>
<td>Approval route (names of committees)/consultation:</td>
<td>Originally agreed with JCNC PRG</td>
</tr>
<tr>
<td>Senior HR Manager confirming approval processes</td>
<td>Associate Director of People Services</td>
</tr>
<tr>
<td>Name and Post Title of additional signatories</td>
<td>Not required – minor changes only</td>
</tr>
<tr>
<td>Signature of Executive Director giving approval</td>
<td>Original Policy signed</td>
</tr>
<tr>
<td>Publication Location (refer to Policy on Policies – Approvals and Ratification):</td>
<td>Internet &amp; Intranet</td>
</tr>
<tr>
<td>Document Library Folder/Sub Folder</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Links to key external standards</td>
<td>Care Quality Commission Regulation 19</td>
</tr>
</tbody>
</table>
| Related Documents:       | - Additional Employment Policy  
                          - Agency and Temporary workers induction guidelines  
                          - Appointment of locum consultants and doctors policy |
• Disclosure and Barring Service (DBS) Checks Policy  
• Employment Rights Act 1996 (as amended)  
• Equality Act 2010  
• Equality, Inclusion and HR Policy  
• Employees (Protection from less favourable treatment) Regulations 2002 (as amended)  
• Flexible Working and Work Life Balance Policy  
• Honorary Contract Policy  
• Job Matching Policy  
• Management of Corporate and Local Induction  
• NHS Employers Employment Check Standards as amended)  
• Personal Relationship at Work Policy  
• Professional Registration Policy  
• Retirement Policy  
• Right to Work Policy (Prevention of Illegal Working)  
• Starting Salaries Policy  
• Working Time Regulations Policy  

Training Need Identified? The Recruitment and Selection Study Day

<table>
<thead>
<tr>
<th>Date</th>
<th>Version No</th>
<th>Summary of Changes</th>
<th>Changes Made by (Name and Job Title)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov 2010</td>
<td>V12.0</td>
<td>Final amendments approved; EIA Completed; document published</td>
<td>Cath Crofts, Recruitment Services Manager</td>
</tr>
<tr>
<td>April 2011</td>
<td>V13</td>
<td>Additional information added relating to receipt of unsuccessful pre-employment checks</td>
<td>Cath Crofts, Recruitment Services Manager</td>
</tr>
<tr>
<td>May 2011</td>
<td>V13.1</td>
<td>Revised template</td>
<td>Cath Crofts, Recruitment Services Manager</td>
</tr>
<tr>
<td>December 2012</td>
<td>V13.2</td>
<td>Incorporated process for medical staffing recruitment and additional information relating to right to work checks</td>
<td>Ann Livermore, Medical Staffing Advisor</td>
</tr>
<tr>
<td>June 2015</td>
<td>V14</td>
<td>Updates in line with legislation and NHS Employment Check Standards</td>
<td>Cath Crofts, Head of Resourcing &amp; Leanne Randall, Deputy</td>
</tr>
<tr>
<td>October 2019</td>
<td>V15</td>
<td>Policy updated to ensure it is reflective of current practice</td>
<td>Cath Crofts, Recruitment Manager</td>
</tr>
</tbody>
</table>
All or part of this document can be released under the Freedom of Information Act 2000

This document is to be retained for 10 years from the date of expiry.
This document is only valid on the day of printing

Controlled Document
This document has been created following the Royal Cornwall Hospitals NHS Trust Policy for the Development and Management of Knowledge, Procedural and Web Documents (The Policy on Policies). It should not be altered in any way without the express permission of the author or their Line Manager.
Appendix 2. Initial Equality Impact Assessment Form

<table>
<thead>
<tr>
<th>Name of the strategy / policy / proposal / service function to be assessed</th>
<th>Recruitment Policy V15.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directorate and service area:</td>
<td>People Services/Recruitment</td>
</tr>
<tr>
<td>Name of individual completing assessment:</td>
<td>Cath Crofts</td>
</tr>
<tr>
<td>Telephone:</td>
<td>01872 258375</td>
</tr>
</tbody>
</table>

1. **Policy Aim**

Who is the strategy / policy / proposal / service function aimed at?

To advise recruiting managers on the recruitment and selection process.

2. **Policy Objectives**

To recruit and retain to right skill mix of people to meet organisational objectives in and fair and equal way in line with employment law.

3. **Policy – intended Outcomes**

To advise managers of best practice for recruitment and selection, employment law and raise awareness of equality and diversity.

4. **How will you measure the outcome?**

See Section 8 – Monitoring compliance and effectiveness

5. **Who is intended to benefit from the policy?**

Trust, Managers, Staff, Patients, Recruitment Managers

6a **Who did you consult with**

<table>
<thead>
<tr>
<th>Workforce</th>
<th>Patients</th>
<th>Local groups</th>
<th>External organisations</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b) Please identify the groups who have been consulted about this procedure.

JCNC/JLNC

7. **What was the outcome of the consultation?**

No concerns identified.

7. **The Impact**

Please complete the following table. **If you are unsure/don't know if there is a negative impact you need to repeat the consultation step.**

Are there concerns that the policy could have differential impact on:

Recruitment Policy V15.0
<table>
<thead>
<tr>
<th>Equality Strands:</th>
<th>Yes</th>
<th>No</th>
<th>Unsure</th>
<th>Rationale for Assessment / Existing Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sex (male, female, trans-gender / gender reassignment)</td>
<td>✔️</td>
<td></td>
<td></td>
<td>A genuine occupational requirement may require a particular gender for a specific job role. This would not constitute unlawful discrimination.</td>
</tr>
<tr>
<td>Race / Ethnic communities /groups</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disability - Learning disability, physical impairment, sensory impairment, mental health conditions and some long term health conditions.</td>
<td>✔️</td>
<td></td>
<td></td>
<td>The Trust is a Disability Confident Employer and applicants applying under the Scheme who meet the essential criteria of the post will be offered an interview. Section 6.6 3</td>
</tr>
<tr>
<td>Religion / other beliefs</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marriage and Civil partnership</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pregnancy and maternity</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sexual Orientation, Bisexual, Gay, heterosexual, Lesbian</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

You will need to continue to a full Equality Impact Assessment if the following have been highlighted:
- You have ticked “Yes” in any column above and
- No consultation or evidence of there being consultation- this excludes any policies which have been identified as not requiring consultation. or
- Major this relates to service redesign or development

8. Please indicate if a full equality analysis is recommended. | Yes | No | ✔️ |
9. If you are not recommending a Full Impact assessment please explain why.

Not indicated.

| Date of completion and submission | October 2019 | Members approving screening assessment | Policy Review Group (PRG) APPROVED |

A summary of the results will be published on the Trust’s web site.