WHC Recruitment Policy

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Approved by	Workforce & Development Group	Date Approved	12/10/21
Ratified by	Policies and Procedures Group	Date Ratified	20/4/21
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Status		Ratified	
Target Audience (who does the document apply to and who should be using it)		Wiltshire Health and Care Staff	
Accountable Director		Managing Director	
Document Author/Originator – **Any comments on this document should, in the first instance, be addressed to whc.policyqueries@nhs.net**		Workforce Transformation Partner	
If developed in partnership with another agency, ratification details of the relevant agency			

Equality Impact and Parity of Esteem

Wiltshire Health and Care staff strive to ensure equality of opportunity and parity of esteem for all service users, local people and the workforce. As an employer and a provider of health care, we aim to ensure that none are placed at a disadvantage as a result of its policies and procedures. This document has therefore been equality impact assessed in line with current legislation to ensure fairness and consistency for all those covered by it regardless of their individuality. This means all our services are accessible, appropriate and sensitive to the needs of the individual.

References: ***NHS England 'Everyone Counts: planning for patients 2014-15 / 2018-19' and The Mental Health Crisis Care Concordat (DH 2014).***

Safeguarding

Wiltshire Health and Care has a strong commitment to care that is safe, of a high quality and that upholds our patients' rights. All our patients have the right to live lives free from abuse or neglect and, where they are able to, to make or be supported to make informed decisions and choices about their treatment, care and support. Where patients are not able to make their own decisions, Wiltshire Health and Care staff are committed to ensuring that treatment, care and support is undertaken in accordance with the person's best interests. In order to fulfil these commitments, Wiltshire Health and Care follow the Safeguarding principles and responsibilities laid out in sections 42-46 of the Care Act (2014) and are informed by, and apply, the guiding principles and provisions of the Mental Capacity Act (2005) (refer to Wiltshire Health and Care Safeguarding Adults Policy and Procedure, and Mental Capacity Act Policy and Procedure).
Regarding children, WHC is responsible for providing services in accordance with Section 11 of the Children's Act (1989) and works under the principles of Working Together to Safeguard Children (2018).

Special Cases

This policy does not apply to agency workers or students on approved training programmes.

1. Document Purpose

This policy sets out the Wiltshire Health and Care (WHC) policy on recruitment and selection. WHC recognises that in order to achieve its vision of providing high quality care to its patients, it needs to recruit exceptional candidates who demonstrate its values. Recruitment is the process for having the right person, in the right place, at the right time.

This policy applies to the recruitment of all employees irrespective of whether their contract is temporary, fixed-term or permanent. The policy covers both internal and external recruitment activity.

2. Regulatory/Legal Framework

This policy has been created to comply with the following legislation:

- The Data Protection Act 2018
- The Equality Act 2010

2.1 Further Reading and Links to Other Policies or documents

The following is a list of other policies, procedural documents or guidance documents (internal or external) to which employees should refer for further details:

Ref. No.	Document Title	Document Location
1	WHC Equality and Diversity Policy	W-Drive\Wiltshire Health and Care Documents\HR Management Toolkit
2	WHC Employment Check Policy	W-Drive\Wiltshire Health and Care Documents\HR Management Toolkit
3	Managers Guide to Recruitment	W-Drive\Wiltshire Health and Care Documents\HR Management Toolkit
4	Candidates Guide to Recruitment	W-Drive\Wiltshire Health and Care Documents\HR Management Toolkit
5	Equality Act 2010	www.legislation.gov.uk
6	WHC Grievance Resolution Policy	W-Drive\Wiltshire Health and Care Documents\HR Management Toolkit
7	NHS Jobs	www.jobs.nhs.uk
8	WHC Job Evaluation Policy	W-Drive\Wiltshire Health and Care Documents\HR Management Toolkit
9	Training Tracker	https://whc.trainingtracker.co.uk/
10	Young Persons at Work Policy	W-Drive\Wiltshire Health and Care Documents\HR Management Toolkit

3. Document Details

3.1 Introduction and Purpose of the Document

WHC recognises that effective recruitment and selection practices are fundamental to its future success and that good selection can lead to better patient care, high staff morale, lower turnover of employees and lower rates of absenteeism. WHC also recognises that the recruitment and selection practices in use must be robust enough to ensure all candidates are safe, qualified and competent to undertake their role. This policy sets out and supports these principles.

4. Main Document Content Details

4.1 Creation of a Vacancy

When a post becomes vacant, or a new post is created, the recruiting manager should consider both current and future service needs, taking into account the skill mix requirements and job design, and ensuring any recruitment activities are consistent with the workforce plan for the service. Any relevant factors which have been highlighted by the previous post holder, where relevant, should also be considered when reviewing the job description for the purposes of recruitment.

If a new job description is created for a post, using the template available in the Recruitment Toolkit, or a significant change is made to an existing job description, this should be submitted to the HR department for review in line with the WHC Job Evaluation Policy.

4.2 Recruitment Authorisation Process (RAP)

The recruiting manager should complete the RAP form and gain approval from the RAP panel before proceeding with any recruitment. The RAP form must be submitted with a copy of the job description for the role. RAP panels are held on a weekly basis, and are attended by a HR, Finance and Operational representative.

4.3 Advertisement

Once approval has been gained, the Recruitment team will proceed to advertise the role, using the advert provided in the RAP form. The details of the post will be uploaded to NHS Jobs (Ref 7) for advertisement. All vacancies must be advertised on NHS Jobs for a reasonable period of time (5 days minimum, to include a weekend). Unless specified otherwise, all adverts will be published for a 2 week period.

In the event that posts are being advertised to comply with the Resident Labour Market conditions set out by the Home Office, where posts could attract candidates from outside the European Economic Area (EEA), the minimum advertisement period will be 28 days. These adverts must also be placed on the Government Job Search page.

Managers can consider advertisement in external publications in order to reach a larger talent pool and in order to do this the recruiting manager should liaise with the recruitment team. All additional costs of advertisement will be costed against the recruiting manager's cost centre.

The recruitment team will also liaise with the Communications and Engagement Lead to utilise social media to advertise vacancies where appropriate.

4.3.1 Internal Expressions of Interest (EOI)

All posts will be approved for external advertisement as standard. In order to be eligible for an internal expression of interest only the post must be either less than 0.40 Whole Time Equivalent (WTE) or less than 6 months fixed-term contract duration. Exceptions to these criteria will be considered on a case by case basis.

Where approved, recruiting mangers should submit the expression of interest to as wide a field of interested and relevant graded employees as possible, mitigating the risk that an interested party does not have the opportunity to apply for the role as a result of insufficient communication. The Communications and Engagement Lead should be contacted directly to include EOIs on internal communications.

Expressions of interest submitted should be shortlisted in the same manner as outlined in section 4.4 of this policy and assessments conducted accordingly.

4.4. Shortlisting

Once the advertisement has closed on NHS Jobs, the recruiting manager must complete the shortlisting within 3 working days of the advert closing to avoid losing good applicants. To complete the shortlisting, the recruiting manager will review the applications via NHS Jobs (or offline if EOI) against the person specification and note reasons for their decisions. Shortlisting should be completed by two or more people to ensure equality of opportunity.

It is the recruiting manager's responsibility to provide feedback to unsuccessful candidates, upon request, in a timely manner.

4.5 Invitation to Selection Process

The recruiting manager is responsible for deciding what processes to use to assess the candidates. All processes should consist of an interview but may also be supplemented by a range of work-related activities, for example – typing tests, in-tray exercises, presentations, focus groups etc. Alternatively recruiting managers could consider holding an assessment event, inviting multiple candidates to undertake a series of assessments on the same day; this option works particularly well when there are multiple posts available. Testing methods chosen should be specifically related to the job requirements and used to assess the candidate's abilities to perform in the role. Mandatory criteria are detailed below:

Banding	Mandatory Requirements
Bands 1-4	Numeracy and Literacy Test
Band 5 and above registered nursing	Drug Calculation Test
Band 7 and above	Must include 1 additional assessment criterion as a minimum

The recruiting manager should inform the recruitment team within 2 working days of shortlisting of the selection techniques being used, date and time of the interview and the detail of the interview panel. The recruitment team will create the interview invitations via NHS Jobs and will inform the candidates. Candidates should be given at least 1 week's notice of an interview in order to give them time to prepare and arrange time off to attend. It is at the discretion of the recruiting manager to offer alternative interview dates in the event that a candidate cannot attend.

The recruitment team will send an interview pack to the recruiting manager in advance of the interview. The recruiting manager is responsible for developing interview and assessment content.

Reasonable adjustments must be made to reduce any disadvantage faced by people with protected characteristics in making an application or attending an interview / assessment day. This includes adjustments aligned to Disability Confident guidance. Guidance can be sought from the HR team where required.

Some candidates may request a video or telephone interview; it is the decision of the Recruiting Manager if they are willing to undertake the interview via this medium as they will need to consider how they will facilitate any work related assessments they require to be undertaken in these circumstances. Additional guidance on facilitating video interviews can be found in the Recruitment Toolkit.

4.6 Interviews

Interview questions should relate to both the job description and WHC values and behaviours. Whilst the same core questions should be asked of all candidates, the process should also be tailored to individual candidates as necessary and supplementary questions may be asked as a means of assessing each candidate's individual skills, experience and suitability for the post. A consistent scoring matrix should be used for all candidates.

A minimum of two people should form each interview panel and at least one person on each panel must have completed the Safer Recruitment Training Module, available via Training Tracker (Ref 9); individuals' compliance with this module may be checked within their Training Tracker record. Requests can be made to the HR team to participate in the selection interview should an impartial panel member be required.

When planning the interview, consider the diversity of the interview panel and consider whether it is possible to have a gender balanced group or introduce diversity through ethnicity, disability or sexual orientation. Interview panel diversity helps you avoid hiring based on shared biases and helps you assess candidates in a more thorough manner. WHC also advocates the involvement of service users or external assessors on the interview panel, where appropriate. Any panel members, including the external assessor, must declare a conflict of interest as soon as this becomes apparent in order that alternative arrangements can be made. By doing this, the candidates being interviewed will gain a more well-rounded view of Wiltshire Health and Care and have a better experience.

Detailed notes should be taken throughout the process and retained by the recruiting manager, or the recruitment team, for a minimum of 6 months, at which time they should be destroyed, unless required to support ongoing sponsorship offers.

It is a requirement for the recruiting manager to ensure that identity checks for all candidates at the time of interview are undertaken. This would include verification and photocopying of their Identification documents. Photocopies of all the documents witnessed at interview should be certified as a true copy by the recruiting manager before the copies are then submitted to the recruitment team once the interviews have been completed.

If an interview is conducted online, the recruiting manager must ask the candidate to show ID at the beginning of the interview to ensure identification.

4.7 Interview Outcome / Appointment Process

When the interview process has been completed and a decision made about whom to appoint, the recruiting manager must contact all the candidates to inform them of the outcome of their interview and to provide feedback on interview performance as required. All candidates have the right to receive and provide feedback regarding the recruitment and selection process.

For successful candidates, a verbal, conditional offer of employment should be made. The offer is made subject to satisfactory outcomes of the mandatory employment checks, as per the WHC Employment Checks policy (Ref 2).

The Recruitment Team should be made aware of the offer through the completion of a Contract Request Form, which must also be aligned to the RAP outcome as without this any recruitment will be delayed (a unique RAP number will be provided to the recruiting manager post-RAP panel and this should be cited on the Contract Request Form). The contract request form should determine an indicative start date so that the team can work towards this. Upon receipt of this, the recruitment ream will issue a conditional offer letter and begin processing the pre-employment checks. The recruiting manager will receive a weekly update regarding progress and status of the candidate.

The recruiting manager is responsible for requesting IT access, uniform and any role specific requirements or access, as well as developing the local induction for the candidate to include role specific training.

4.8 Next Steps

Following successful completion of the pre-employment checks, the recruiting manager will be asked to liaise with the candidate to confirm a start date. Once confirmed with the recruitment team, the team will issue a contract of employment, as well as confirmation of their Corporate Induction date. If the start date for the candidate is to be amended, the recruiting manager must notify the recruitment team as soon as possible so that the contract can be amended and re-issued.

If the new starter is under the age of 18, they will be required to completed a young persons' risk assessment prior to starting in post (additional guidance can be sought from the Young Persons at Work Policy) (Ref 10).

5 Duties and Responsibilities of Individuals and Groups

5.5 Managing Director

The Managing Director is ultimately responsible for the implementation of this document.

5.6 Ward/Service Managers, and Managers for Non Clinical Services

All Ward/Service Managers, and Managers for Non Clinical Services are to ensure that the list of new or revised policies, competencies, clinical guidelines, strategies, plans, protocols or procedural documents published each month is on the agenda at meetings to ensure that the documents are drawn to the attention of managers and general users. All Ward/Service Managers and Managers for Non Clinical Services must ensure that employees within their area are aware of the document; able to implement the document and that any superseded documents are destroyed.

5.7 Document Author

The document author is responsible for identifying the need for a change in this document as a result of becoming aware of changes in practice, changes to statutory requirements, revised professional or clinical standards and local/national directives, and resubmitting the document for approval and republication if changes are required.

5.8 Target Audience – As indicated on the Cover Page of this document

The target audience has the responsibility to ensure their compliance with this document by:

- Ensuring any training required is attended and kept up to date.
- Ensuring any competencies required are maintained.
- Co-operating with the development and implementation of policies as part of their normal duties and responsibilities.

6 Monitoring Compliance and Effectiveness of Implementation

The arrangements for monitoring compliance are outlined in the table below:-

Measurable document objectives	Monitoring / audit method	Monitoring responsibility (individual/group /committee)	Frequency of monitoring	Reporting arrangements (committee / group to which monitoring results are presented)	What action will be taken if gaps are identified?
Ensure effective and efficient recruitment practices that are cost effective and improve retention.	Monthly reporting on the recruitment work and candidate pipeline	Workforce Transformation Partner	Monthly	Included in the monthly workforce report	Action plan to be created to address any gaps.
Recruit and retain skills people to enable WHC to achieve its aims and values	Monthly reporting on WHC Vacancy profile for measure against recruitment plans	Workforce Transformation Partner	Monthly	Included in the monthly workforce report	Action plan to be created to address any gaps
Ensure that the recruitment and selection procedures promotes a positive image of WHC	Reviewing of effectiveness of WHC recruitment material and Fresh Eyes feedback from new starters	Workforce Transformation Partner	Monthly	Included in the monthly workforce report	Action plan to be created to address any gaps.

7 Review Date and Consultation Process

7.5 Review Date

This document will be fully reviewed every 3 years (or after 1 year if the document is new) in accordance with the Wiltshire Health and Care agreed process for reviewing its documents. Changes in practice, to statutory requirements, revised professional or clinical standards and/or local/national directives are to be made as and when the change is identified.

7.6 Consultation Process

The following is a list of consultees in formulating this document and the date that they approved the document:

Job Title / Department	Date Consultee Agreed Document Contents
Workforce & Development Team	9th October 2020
Senior Sister	9th October 2020
Community Team Leader	9th October 2020
Community Services Manager	9th October 2020
Communications & Engagement Manager	9th October 2020
Head of Service	9th October 2020
Workforce Development Group	12th October 2020
Employee Partnership Forum	15th October 2020

Appendix A – Equality Impact Assessment

Protected Characteristic	For employees	For patients
Age	• There are no practices detailing within this policy that would be deemed as discriminatory and monitoring of this policy will ensure this is maintained. • WHC recruitment practice is fair and equitable regardless of protected characteristics and Wiltshire health and care are committed to making appropriate reasonable adjustments throughout all stages of their processes.	• Services will be provided, regardless of age, on the basis of clinical need alone.
Disability – *The term disability applies to a range of people that have a condition (physical or mental) which has a significant and long-term adverse effect on their ability to carry out 'normal' day-to-day activities. This protection also applies to people that have been diagnosed with a progressive illness such as HIV or cancer.*	Reasonable steps will be taken to accommodate the disabled persons requirements during the employment check process, including, but not limited to: • Physical access • Format of information • Time of interview • Personal assistance • Interpreter • Induction loop system • Content and format of interview	Reasonable steps that can be taken to accommodate the disabled persons requirements, including: • Physical access • Format of information • Time of consultation/event • Personal assistance • Interpreter • Induction loop system
Gender reassignment – *The process of transitioning from one gender to another or people who chose to live in the opposite gender to the gender assigned to them at birth by removing the previously legal requirement for them to undergo medical supervision.*	• Equal access to recruitment, personal development, promotion and retention. • The maintenance of confidentiality about an individual's sexuality in with Gender Reassignment legislation..	• Equality of opportunity in relation to health care for individuals irrespective of whether they are male or female. • The maintenance of confidentiality about an individual's sexuality.
Marriage and Civil Partnership	• WHC are committed to equal access to recruitment, personal development, promotion and retention for individuals, irrespective of whether they are single, divorced, separated, living together or married or in a civil partnership.	• Equality of opportunity in relation to health care for individuals irrespective of whether they are single, divorced, separated, living together or married or in a civil partnership.
Pregnancy and Maternity – *It is unlawful to discriminate against women breastfeeding in a public place.*	• Equal access to recruitment, personal development, promotion and retention for female employees who are pregnant or on maternity leave. • A woman is protected against discrimination on the grounds of pregnancy and maternity. With regard to employment, the woman is protected during the	• Equality of opportunity in relation to health care for women irrespective of whether they are pregnant or on maternity leave. • A woman is protected against discrimination on the grounds of pregnancy and maternity.

	period of her pregnancy and any statutory maternity leave to which she is entitled. • Wiltshire Health and Care are an inclusive employee and welcome flexible working applications from all staff	
Race – including Nationality and Ethnicity	• The provision of an interpreter for people whose first language is not English. • Written communication and the use of language particularly jargon or colloquialisms etc. • Respect in terms of religion, belief and culture.	• The provision of an interpreter for people whose first language is not English. • Written communication and the use of language particularly jargon or colloquialisms etc. Consider other types of communication not just written. • Respect in terms of religion, belief and culture.
Religion or Belief	• Prayer facilities. • Dietary requirements. • Gender of staff when caring for patients of opposite sex. • Respect for requests from staff to have time off for religious festivals and strategies. • Respect for dress codes.	• Prayer facilities. • Dietary requirements. • Gender of staff when caring for patients of opposite sex. • Respect for religious festivals. • Respect for dress codes.
Sex	• Equal access to recruitment, personal development, promotion and retention. • Childcare arrangements that do not exclude a candidate from employment and the need for flexible working. • The provision of single sex facilities, toilets.	• The provision of single sex facilities, toilets, wards etc.
Sexual orientation	• Recognition and respect of individual's sexuality. • Recognition of same sex relationships in respect to consultation for Best Interest determinations. • The maintenance of confidentiality about an individual's sexuality. • Consider the effect on heterosexual, gay, lesbian and bi-sexual people.	• Recognition and respect of individual's sexuality. • Recognition of same sex relationships in respect to consultation for Best Interest determinations. • The maintenance of confidentiality about an individual's sexuality. • Consider the effect on heterosexual, gay, lesbian and bi-sexual people.

Appendix B – Quality Impact Assessment Tool

Purpose

To assess the impact of individual policies and procedural documents on the quality of care provided to patients by Wiltshire Health and Care.

Process

The impact assessment is to be completed by the document author. In the case of clinical policies and documents, this should be in consultation with Clinical Leads and other relevant clinician representatives.

Risks identified from the quality impact assessment must be specified on this form and the reasons for acceptance of those risks or mitigation measures explained.

Monitoring the Level of Risk

The mitigating actions and level of risk should be monitored by the author of the policy or procedural document or such other specified person.

High Risks must be reported to the relevant Executive Lead.

Impact Assessment

Please explain or describe as applicable.

1.	Consider the impact that your document will have on our ability to deliver high quality care.	The safe application of pre-employment checks for all WHC employees will ensure suitable candidates are recruited and all risk factors removed to ensure staff are suitable qualified to provide high quality patient care.
2.	The impact might be positive (an improvement) or negative (a risk to our ability to deliver high quality care).	This policy will present an improvement to high quality care.
3.	Consider the overall service – for example: compromise in one area may be mitigated by higher standard of care overall.	This policy will apply consistently cross all services within Wiltshire Health and Care
4.	Where you identify a risk, you must include identify the mitigating actions you will put in place. Specify who the lead for this risk is.	Any risks arising from this policy will be identified and lead by the Head of People, ensuring appropriate mitigation is put in place.
Impact on Clinical Effectiveness & Patient Safety		
5.	Describe the impact of the document on clinical effectiveness. Consider issues such as our ability to deliver safe care; our ability to deliver effective care; and our ability to prevent avoidable harm.	This policy will have a positive impact on clinical effectiveness, ensuring staff are suitably qualified.
Impact on Patient & Carer Experience		
6.	Describe the impact of the policy or procedural document on patient / carer experience. Consider issues such as our ability to treat patients with dignity and respect; our ability to deliver an efficient service; our ability to deliver personalised care; and our ability to care for patients in an appropriate physical environment.	This policy should provide a positive impact on patient and carer experience due to provide high quality staff aligned to WHC values and behaviours.
Impact on Inequalities, and Parity of Esteem		
7.	Describe the impact of the document on inequalities in our community. Consider whether the document will have a differential impact on certain groups of patients (such as those with a hearing impairment or those where English is not their first language).	This policy strives to remove any inequalities between candidates going through the WHC recruitment process.