

Recruitment and Selection Policy

Liverpool Community Health 
NHS Trust

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1. Introduction

The Trust recognises that staff are its most important and valuable resource and that good recruitment practice makes a significant contribution to the daily functioning of the organisation. The Trust is committed to attracting the highest calibre staff through a fair and consistent recruitment process in order to recruit and retain the best person for each vacancy, whilst aiming to reflect more closely the diversity of the local population.

This may include vacancies for employed staff, volunteers or work placements and employment programmes e.g. the paid and unpaid workforce

The Trust aims to provide all staff with equality of opportunity and maximise the working potential of all its employees, volunteers and work placements.

No employee, or applicant will receive less favourable treatment or consideration during recruitment and selection on the grounds of race, religion or belief, nationality, ethnic origin, sexual orientation, gender, age, disability, marital status, trade union memberships, 'spent' court convictions, social status or part-time status and will not be disadvantaged by any conditions of employment that cannot be justified as necessary on operational grounds.

To encourage the recruitment and retention of a diverse workforce, this policy upholds the delivery of the Supporting Employment Programme

2. Aims and Objectives

The aim of Liverpool Community Health NHS Trust's recruitment and selection policy is to provide a well planned and executed recruitment and selection process that is timely and merit based and results in the appointment and retention of high quality staff who meet the needs of the post, the department, and the strategic direction of the Trust and is a positive experience for all involved.

The objectives of this Recruitment & Selection policy are to:

- Ensure effective, consistent and fair practice by the provision of clear guidelines
- Maximise the contribution of individuals at work, by offering flexibility balanced against the needs of the service.
- Ensure that all recruitment and selection is fair and in accordance with the Trusts Equality & Diversity in Employment Policy and UK employment law
- Ensure that all staff involved in the recruitment process undergo an internal programme of training to recruit and follow a systematic and objective process to employ the best person for the job
- Ensure that all vacancies are reviewed and advertised in the appropriate manner, including those for fixed term contracts or secondments and those where a fixed term post or secondment is to be made permanent
- Outline how we will take positive action to overcome current under-representation and remove barriers in access to employment.

3. Scope

This policy applies to the recruitment and selection of all non-medical staff within the Trust, irrespective of whether such a contract is for a fixed term or permanent duration.

The Trust policy relating to the engagement of volunteers (including work placements for school children and students in higher education) is outlined in the 'Volunteers, Student and Work Placement policy'.

4. Duties

4.1. Director of Human Resources and Organisational Development

To ensure that the recruitment and selection policy adheres to the principles in current equality and diversity legislation and that the trust meets its statutory employment duties.

4.2. Managers

It is the responsibility of managers to lead the recruitment process including;

- Comply with relevant Trust policies
- Obtaining financial approval for any recruitment activity
- Review of any vacancies that occur
- Collation and updating, where necessary, the relevant job description, person specification and KSF outline
- Development of an appropriate advertisement for the position
- Deciding on the appropriate method of assessment or selection technique for the role.
- Reviewing applications received to compile a shortlist of candidates to be invited for interview, including providing rationale for decisions made.
- Arranging and conducting interviews
- Making verbal offers of employment and giving feedback to unsuccessful candidates
- Informing Recruitment Services of the outcome of any interview(s) and returning all associated documentation.
- Completed Recruitment and Selection training

4.3. Interview Panel Members

- Read the Recruitment and Selection Handbook for Managers
- Ensure all paperwork is completed
- Ensure all decisions reached are justified and do not discriminate

4.4. Applicants

- To adhere to the recruitment and selection policy and process

4.5. HR Shared Services

In line with relevant SLA's, HR Shared Services will be responsible for:

- providing advice and guidance to managers
- effectively administering and co-ordinating the recruitment and selection process
- ensuring that recruitment, assessment and selection techniques are appropriate for the role.
- promotion of the policy and monitoring implementation
- promotion of good employment practice
- promoting the Safer Recruitment policy and ensuring that its principles and requirements are adhered to
- updating policies and practices in line with changes in Employment Law
- maintaining positive employment practice initiatives e.g. Two Ticks Symbol and Age Positive Employer Champions, Mindful Employer.
- providing equality and diversity training and recruitment and selection training for recruiting Managers.

4.6. Occupational Health

Occupational Health are responsible for conducting pre-employment medical assessments for successful candidates and providing appropriate medical advice to support and enable reasonable adjustments to be made as required to enable staff to fulfil their role.

5. Policy

5.1. Recruitment Standards

- There will be occasions when vacancy management protocols will have to be used flexibly across the organisation, this may result in periods when upcoming vacant posts require prior sign off at Director level.
- A review will also assist managers in determining whether the post is required; whether there is a need to alter the nature of the post, the duties required, the hours and means of working, the grade or other terms and conditions.
- Consideration will also be given to the possibility of the introduction of a recognised employment scheme, secondment or 'acting up' prospect, or work placement if this will aid recruitment, development or retention of suitable staff. Please refer to the Organisational Change policy.
- The Trust will take the opportunity to promote and support other potential opportunities for applications e.g. targeted recruitment open days and working with community organisations and agencies.
- The Trust will also undertake positive action initiatives to develop a workforce representative of the local community to enable us to deliver responsive and quality services, this could include target advertising and encouraging applications from under-represented groups, eg using positive action training schemes, setting

targets to increase representation in the workforce and positive action training programmes for managers.

- All vacancies will be managed centrally through the Recruitment Team of Liverpool Human Resources Service.
- Recruitment Services will give advice to managers regarding the most appropriate recruitment and selection methods providing flexibility where appropriate to meet customer requirements.
- As part of the advertisement, candidates will be provided with information about the organisation, roles and responsibilities to ensure a positive and professional first impression is given.
- The Trust's principal advertising media is NHS Jobs and all posts will be advertised using this tool either exclusively or in addition to other advertising media, for example to aid in the recruitment of hard to reach groups.
- All disabled candidates who meet the minimum essential criteria for the job are guaranteed an interview and must be short-listed. This is positive action in accordance with our 'two ticks' Disability Symbol User accreditation with the Department for Work and Pensions.
- The Trust will monitor at applicant, short-listing and appointment stage for all recruitment episodes in terms of gender, ethnic origin, age, religion and belief, sexual orientation, race and disability. Summaries of this information will be reported to relevant Trust Committees for review.
- Selection methods should be reviewed regularly to ensure that they remain relevant and free from bias, either in content or scoring mechanism.

5.2. Supporting Employment Programme

In conjunction with the Trust's approach to recruitment and Supporting Employment Programme, we will work proactively to support economic and health regeneration in Liverpool by maximising the engagement, citizenship and employment of local people, including emphasis on local recruitment.

We will also work in partnership with the North West Skills for Health Academy to engage young people in order to increase the numbers of young people (16-24) working at the Trust and address under representation in the workforce. We will specifically:

- Market the NHS as an employer of choice to children and young adults – in areas with high BME populations and social and economic disadvantage
- Improve access to job vacancies by more targeted and culturally appropriate advertising
- Target recruitment at groups that are under represented as indicated in the Trust's Workforce Indicators and Targets

5.3. Employment Checks

From 2009, the Independent Safeguarding Authority (ISA) placed additional requirements for checking the suitability of people working with children or vulnerable adults.

All job descriptions and adverts will clearly state the need, if any, and level of CRB check required for the post.

The Immigration, Asylum and Nationality Act 2006 makes it an offence to employ anyone who does not have permission to be in, or work in, the UK.

Under our obligations to comply with the NHS Employers Safer Recruitment checks, we need to obtain CRB clearance, verification of identity, proof of qualifications and references, etc which should be factored in before each recruitment exercise can be completed.

All employment checks will be carried out in line with our Safer Recruitment Policy.

6. Associated Documentation and References

- Recruitment & Selection Handbook for Managers and supporting documentation
- Safer Recruitment Policy
- Organisational Change Policy
- Information Security Policy
- Equality & Diversity In Employment Policy
- Reasonable Adjustments Policy
- Volunteers, Student and Work Placement Policy
- Verification of Registration Policy
- CRB Guidelines
- Data Protection
- Freedom of Information
- Equality & Diversity Toolkit
- Supporting Employment Programme

7. Implementation - Training and Resources

The Trust acknowledges the importance of awareness and skills training for managers to ensure the effective implementation of this Policy. Working in partnership the Human Resources Service will provide appropriate support through a variety of means including formal skills training, informal Policy Briefings or Guidance Toolkits.

8. Policy Governance

8.1. Equality and Diversity

The Trust is committed to an environment that promotes equality and embraces diversity in its performance as an employer and service provider. It will adhere to legal and performance requirements and will mainstream equality and diversity principles

through its policies, procedures and processes. This policy should be implemented with due regard to this commitment.

To ensure that the implementation of this policy does not have an adverse impact in response to the requirements of the Equality Act 2010 this policy has been screened for relevance during the policy development process and a full impact assessment conducted where necessary prior to consultation. The Trust will take action when necessary to address any unexpected or unwarranted disparities and monitor workforce and employment practices to ensure that this policy is fairly implemented.

This policy and procedure can be made available in alternative formats on request including large print, braille, moon, audio cassette, and different languages. To arrange this please contact the Equality & Diversity Team in the first instance.

Liverpool Community Health will endeavour to make reasonable adjustments to accommodate any employee with particular equality and diversity requirements in implementing this policy and procedure. This may include accessibility of meeting venues, providing translation, arranging an interpreter to attend meetings, extending policy timeframes to enable translation to be undertaken, or assistance with formulating any written statements.

8.2. Management and Review of Policy

The Business Human Resources Team will be responsible for the management of this policy, on behalf of the HR Policy Sub Committee. The formal review of all HR Policies will be undertaken on two year basis in accordance with the Trusts HR Policy Review Programme. In addition, the effectiveness of this policy will be monitored by the Business HR Team and the policy may be reviewed and amended at any time if is deemed necessary. Notification of any changes to policies will be communicated to all staff.

Staff should be aware that the Trust intranet site version of this document is the only version that is maintained and controlled. Any printed copies should be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.