Sheffield Health and Social Care NHS
NHS Foundation Trust

Policy:
Recruitment and Selection

Executive or Associate Director lead	Dean Wilson, Director of Human Resources and Associate Director of the Board
Policy author/ lead	Louise Robson, HR Directorate Partner
Feedback on implementation to	Louise Robson, HR Directorate Partner

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Target audience	All managers, employees and volunteers of SHSC Trust

Keywords	Recruitment, selection

Policy Version and advice on document history, availability and storage;

This is version 3 of this policy and replaces the previous version issued in October 2014.

This policy will be available to all staff via the Sheffield Health & Social Care NHS Foundation Trust Intranet and on the Trust's website. The previous version will be removed from the Intranet and Trust website and archived. Word and pdf copies of the current and the previous version of this policy are available via the Director of Corporate Governance.

Any printed copies of the previous version (October 2014) should be destroyed and if a hard copy is required, it should be replaced with this version.

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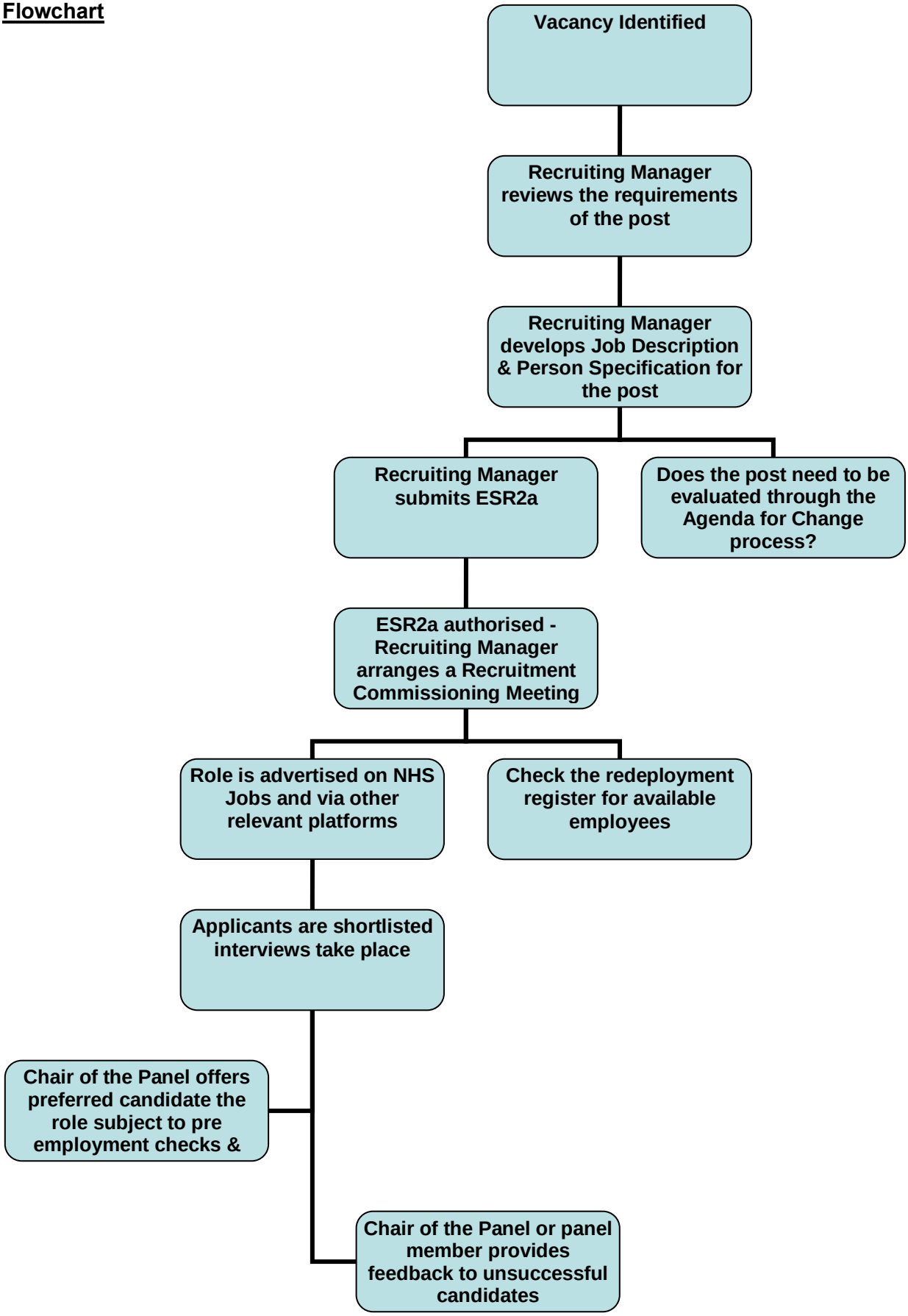
Flowchart


Vacancy Identified
Recruiting Manager reviews the requirements of the post
Recruiting Manager develops Job Description & Person Specification for the post
Recruiting Manager submits ESR2a
Does the post need to be evaluated through the Agenda for Change process?
ESR2a authorised - Recruiting Manager arranges a Recruitment Commissioning Meeting
Role is advertised on NHS Jobs and via other relevant platforms
Check the redeployment register for available employees
Applicants are shortlisted interviews take place
Chair of the Panel offers preferred candidate the role subject to pre employment checks &
Chair of the Panel or panel member provides feedback to unsuccessful candidates

1. Introduction

The Trust plays a vital role in providing health and social care to the local community. To do this the Trust must have the right members of staff with the appropriate skills and experience to deliver service excellence, enhancing the working lives of our staff, and ultimately our service users. As one of the largest employers in the locality, the Trust is also central to developing the skills of local resident's particularly disadvantaged groups, bringing them into employment locally. It is essential that our workforce reflects the community we serve. This policy and associated guidance documents are to help ensure that we make the best possible decisions, balancing the needs of the service with a diverse and culturally competent workforce.

2. Scope

This policy applies to all employees with responsibility for recruitment.

3. Definitions

Recruiting Manager, this is the person responsible for ensuring that the vacancy is filled and who has overall budgetary responsibility for the post.

Chair of the Panel, in some instances the Chair may be different from the Recruiting Manager. The Chair of a selection panel is the person with overall responsibility for ensuring a fair and procedurally correct process is undertaken on behalf of the Trust. The Chair must have attended the Trust Recruitment and Selection Training or be able to evidence recent equivalent training.

Interview Panel Member, this is a person who is asked by either the Recruiting Manager or Chair of Panel to be part of the interview panel. They can be asked to take part in the shortlisting process as well as the actual interview. They have responsibility for ensuring that a fair and procedurally correct process is undertaken on behalf of the Trust.

Service User/Carer, this is a member of a group of service users and carers willing to participate in recruitment who have undertaken relevant training to participate in the recruitment and selection process. They will also have in place adequate supervision arrangements with the Engagement/Volunteer Manager in line with the guidance Involving Service Users/Carers in Recruitment, available on the Recruitment pages of the HR Intranet.

4. Purpose

The purpose of this policy is to set out the general arrangement to be followed in the recruitment and selection of staff, and to ensure equality of opportunity in accordance with the Trust's Equal Opportunities and Dignity at Work Policy.

5. Duties

The Recruiting Manager is responsible for the vacancy planning process, a guide to vacancy planning is provided in Appendix G. There is a helpful checklist in the Recruiting Manager's Responsibilities guide available on the Recruitment pages of the HR Intranet. The guide identified how the Recruiting Manager and Recruitment Team work together to progress the recruitment campaign. The Recruiting Manager's main responsibilities are highlighted below.

- Establishing a case of need for a new post.

- Reviewing the continued need for an existing post which becomes vacant.
- Issuing an exit questionnaire or conducting an exit interview with a leaver or ensuring that this is done by appropriate delegation.
- Completion of an ESR2a Electronic Form to confirm that finance is available.
- Ensuring that the relevant VCP signoff is received in line with VCP terms of reference, terms of reference are available from the HR department and are issued by the VCP from time to time.
- Approving the job description, person specification and advertisement.
- Liaising directly with the Recruitment Team throughout the recruitment process including taking part in a Recruitment Commissioning meeting to agree the Recruitment Schedule.
- Ensuring that service users or carers are involved in the recruitment process in line with the guidance available on the Recruitment pages of the HR Intranet.
- Ensuring that the diversity of the panel is considered and that adjustments for disabled applicants are proactively considered when planning recruitments.
- Ensuring they have a good working knowledge of the Dignity at Work Policy and that all applicants are asked on an individual basis if they require adjustments to the interview process, layout of the interview room etc.
- Ensuring that as a minimum the Chair of the interview panel has attended the Trust's recruitment and selection course or equivalent, and where possible all members of the panel.
- In partnership with the Recruitment Team, ensuring that the administration of the process runs smoothly and that Equal Opportunities monitoring is conducted.
- Ensuring the shortlisting process is conducted fairly and in accordance with agreed criteria
- Ensuring that reasons for not shortlisting candidates are recorded.
- Ensuring that the questions asked by each interviewer are in line with values based guidance and technical questions are recorded.
- Examining reasons for non-selection and ensuring that these are recorded.
- Ensuring that all notes taken by panel members are returned to the Recruitment Team in the interview pack.
- Complete and return the summary of selection form to advise the Recruitment Team of the successful candidate.
- Liaising with the Recruitment Team throughout the pre employment checks stage
- Being accountable for decisions made in relation to the pre employment checks in line with Trust policy and in consideration of any advice from the HR team.
- Checking with the Recruitment Team that a contract of employment is issued within 8 weeks of commencement in post.
- Working with the Recruitment Team to ensure that the job file is complete (which will be retained for 6 to12 months) and for the successful candidate that the personal file is received and contains all relevant documents.

The Chair of the panel may be the same person as the Recruiting Manager, where they are not the Chair is responsible for:

- Reviewing the job description, person specification and advertisement.
- Liaising directly with the Recruitment Team throughout the recruitment process.
- Ensuring that service users or carers are involved in the recruitment process in line with the guidance available on the Recruitment pages of the HR Intranet.
- Ensuring that the diversity of the panel is considered and that adjustments for disabled applicants are proactively considered when planning recruitments.

- Ensuring they have a good working knowledge of the Dignity at Work Policy and that all applicants are asked on an individual basis if they require adjustments to the interview process, layout of the interview room etc.
- Ensuring that they have attended the Trust's recruitment and selection course or equivalent, and where possible ensure all other members of the panel have also attended the course.
- In partnership with the Recruitment Team, ensuring that the administration of the process runs smoothly and that Equal Opportunities monitoring is conducted.
- Ensuring the shortlisting process is conducted fairly and in accordance with agreed criteria
- Ensuring that reasons for not shortlisting candidates are recorded.
- Ensuring that all candidates are asked if they require any adjustments to the process, layout of the room etc to better support them at the interview.
- Gathering information at the interview on any criminal convictions that are disclosed by candidates and ensuring they are assessed by the relevant Executive Director in line with Trust policy.
- Ensuring that the questions asked by each interviewer are in line with values based guidance and technical questions are recorded.
- Examining reasons for non-selection and ensuring that these are recorded.
- Ensuring that all notes taken by panel members are returned to the Recruitment Team in the interview pack.
- Offering the role to the successful candidate and agreeing starting salary, please speak to the Human Resources department for further guidance.
- Confirming the outcome to the unsuccessful candidate(s) and providing feedback as requested.

The Interview Panel Member responsibilities are:

- Ensuring that they have attended the Trust's recruitment and selection course or equivalent, or ensuring they have undertaking local training or mentoring to ensure they understand their role and responsibilities in the process.
- Ensuring the shortlisting process is conducted fairly and in accordance with agreed criteria
- Ensuring that reasons for not shortlisting candidates are recorded.
- Ensuring that all candidates are asked if they require any adjustments to the process, layout of the room etc to better support them at the interview.
- Gathering information at the interview on any criminal convictions that are disclosed by candidates and providing this to the Chair of the Panel.
- Ensuring that the questions asked by each interviewer are in line with values based guidance and technical questions are recorded.
- Examining reasons for non-selection and ensuring that these are recorded.
- Ensuring that all notes taken by panel members are returned to the Recruitment Team in the interview pack.

The Service User/Carer responsibilities are:

- Ensuring they are a member of the 'Group' coordinated by the Engagement/Volunteer Manager to participate in the recruitment and selection process and have attended the required training as detailed in the guidance Involving Service Users/Carers in Recruitment, available on the Recruitment pages of the HR Intranet.
- Ensuring that all candidates are asked if they require any adjustments to the process, layout of the room etc to better support them at the interview.

- Ensuring that the questions asked by each interviewer are in line with values based guidance and technical questions are recorded.
- Examining reasons for non-selection and ensuring that these are recorded.
- Ensuring that all notes taken by panel members are returned to the Recruitment Team in the interview pack.

The Recruitment Team of the Human Resources Department is responsible for supporting the Recruiting Manager and for carrying out their designated administrative duties within the specified timescales as detailed in the guides on the Recruitment Intranet pages.

The Human Resources Director will have responsibility for this policy and the Human Resource Team will provide training, advice and guidance on the operation of the policy.

6. Process

6.1 Reviewing Vacancies

6.1.1 As vacancies arise, the Recruiting Manager must review the job description and the person specification to ensure they comply with the requirements of the Trust's Equal Opportunities and Dignity at Work Policy

6.1.2 In reviewing the person specification, the Recruiting Manager must specify those requirements which are 'essential' and those which are 'desirable' for the particular post in respect of qualifications, previous experience, knowledge, skills, aptitudes, physical requirements and any special requirements (e.g. unsocial hours, travelling), ensuring that the criteria specified are justifiable and relevant to the post. The determination of hours of work should be consistent with the aims and principles of this policy e.g. consideration should be given to flexible working arrangements and job share opportunities.

6.1.3 Changes to the job description and person specification may result in an Agenda for Change re-evaluation and change of band. Managers should seek advice on this to ensure they achieve their objectives.

6.1.4 The Executive Directors on the Vacancy Control Panel (VCP) will approve vacancies prior to advertisement in line with the VCP terms of reference, available from the HR team. Where a request is mode for a role to be re-evaluated they must also be advised.

6.1.5 If the Recruiting Manager considers that the post requires someone with a specific 'characteristic' only, for example, they want to recruit a woman to the post because they believe there is a 'Genuine Occupational Requirement', they must be confident that this decision can be justified and proportionate and they have sufficient evidence to support this. In such circumstances this must be discussed with the relevant Human Resources Directorate Partner.

6.2. Advertising

6.2.1 All job vacancies must, if released for external recruitment be advertised and placed on NHS Jobs through the Directorate of Human Resources.

6.2.2 There should be no requirements or criteria which are unnecessary to the post and which might exclude applicants from any particular section of the population unless there are exceptional circumstances consistent with equal opportunities legislation.
If a GOR is to apply then it should be identified as such within the advertisement and associated documentation.

6.2.3 Advertisements are distributed in accordance with the Equal Opportunities and Dignity at Work Policy. Advertisements and associated recruitment literature should give appropriate emphasis to the availability of flexible working arrangements and job share opportunities and carry relevant logos in relation to diversity and inclusion.

6.2.4 All vacancies will be advertised internally and, wherever, possible, existing employees will be encouraged to apply unless the post is restricted to redeployees only.

6.2.5 External advertisements will normally be placed on the NHS Jobs website and in other relevant publications as agreed between the Recruitment Team and Hiring Manager.

6.3 Shortlisting

6.3.1 Shortlisting should be carried out by at least two people who will also be part of the interview panel, this must include the Recruiting Manager or if different, the Chair of the panel.

6.3.2 Information provided by applicants on the Equal Opportunities sheet with the Application Form will not be released to the recruiting Manager, but will be retained by the Human Resources Department for monitoring purposes.

6.3.3 All applicants will be given equal consideration for appointments, and will be assessed for shortlisting for interview against the established criteria in the person specification.

6.3.4 Overseas qualifications, degrees and diplomas, which are comparable with UK qualifications, will be accepted as equivalents (subject to registration requirements and to any relevant issues within the local or National Terms and Conditions of Service).

6.3.5 The Trust shall not disqualify any applicant because he or she is unable to complete an application form unassisted, unless personal completion of the form is a valid test of the standard of literacy required for the safe and effective performance of the job.

6.3.6 All applicants with a disability who meet the minimum requirements for the post will be shortlisted for interview in accordance with the Trust's commitment as a Disability Confident Employer and any reasonable adjustments required for interview must be made.

6.3.7 The Trust will provide guidance to applicants regarding how the minimum criteria are defined in the Person Specification.

6.4 Interviews

6.4.1 The Interview Panel must include people who have shortlisted for the post and the number of people should normally be limited to three although more may be appropriate for specialist or more senior posts in line with the requirements of professional organisations. Interview training must be arranged for all those involved in recruitment and selection. Chairs must have attended recruitment / selection training and equal opportunities / diversity training.

6.4.2 The Trust encourages and expects the involvement of service users and/or carers in the recruitment of all staff. Service Users do not have to have had direct experience of the service which they are involved in recruiting for, however efforts should be made to ensure that they have an understanding of the role and remit of the post advertised and where possible interviewers should be chosen who have transferable experience of similar service settings e.g. someone with experience of an inpatient environment in recruiting staff for a ward setting. The Recruiting manager will not determine which service users or carers are involved in the recruitment he/she is carrying out. Managers may suggest service users they would like to have involved, but this will be at the discretion of the Engagement/Volunteer manager.

6.4.3 The Chair will ensure that all members of the interview panel, including external assessors and external agencies or service users are aware of the Trust's Equal Opportunities and Dignity at Work Policy and of the requirements of this Policy.

6.4.4 The Supervising Manager must ensure that all members of the interview panel are aware of the selection criteria for the post, based on the person specification, and that these criteria are applied consistently to all candidates.

6.4.5 Panel members must disclose prior to interviews commencing any current or previous association with any of the candidates which would give rise to a conflict of interest (e.g. if you are related to the candidate or have a relationship with the candidate). Any such associations must not prejudice equal treatment and consideration of all candidates.

6.4.6 Questions must relate to the requirements of the job and must not be directly or indirectly discriminatory, for instance:
a. questions must not be asked about marital status, marriage plans or family intentions.

b. where it is necessary to assess whether a candidate can fulfil the job responsibilities (e.g. on-call or extensive travel to ensure performance of the role), this should be discussed objectively and consistently with all candidates without assumptions about marital status or carer responsibilities, disability or pregnancy for example.

c. The Chair of the Panel will ensure that no health or disability questions are asked about a shortlisted candidate's capability to carry out certain tasks unless this is intrinsic to the role.

All Recruiting Managers will be supported to utilise the Trust Values Based Recruitment tool whereby candidates are asked at interview both values based questions that have been developed in line with the Trust values as well as technical questions specifically related to the requirements of the job as detailed in the job description and person specification. Questions must not be given out to candidates prior to an interview.

6.4.7 If, in the opinion of any panel member, questions are asked which are prejudicial to the interests of a fair interview, the candidate should be advised that they are not required to answer the question, and the matter should be resolved by the panel.

6.4.8 Any tests or exercises used in the selection process must relate to the requirements of the job and not involve higher language, educational standards, or greater physical fitness than are necessary for the safe and efficient performance of the job.

6.4.9 Each candidate should be asked if they require any adjustments to the process, layout of the room etc to better support them at interview. This should be asked of each candidate at the start of the interview, it may be that the direction the candidate is facing means they have light coming through a window, it may be that they are too warm or cold and a window may need to be closed or opened etc.

6.5 Selection

6.5.1 Selection decisions must be based on candidates' abilities compared against the criteria within the person specification for the job, and not be influenced by actual or assumed ,age, sex, gender re-assignment, religion or belief, disability and / or family, marital status or civil partnership, pregnancy or maternity, HIV status, trade union membership and / or political beliefs. Any exception to this will be covered by a Genuine Occupational Requirement. .The chair must remain mindful of and challenge potential unconscious bias which may play into decision making

6.5.2 If the preferred candidate has disclosed convictions on their application form, further information should have been gathered immediately after the interview by an appointed

member of the panel. This information must then be shared with a member of the Human Resources team and the Recruiting Manager is responsible for ensuring the information is considered and a review undertaken in line with the Trust Criminal Records (DBS) Policy.

6.5.3 If during the pre employment check stage a Recruiting Manager is made aware that the preferred candidate has disclosed a disability or that requires 'reasonable adjustments' to enable them to undertake the post, these must be fully considered and explored. Further advice should be sought from Occupational Health and the HR team.

6.6 Post Interview Feedback

6.6.1 All interview candidates who have not been successful will be offered post-interview feedback by an appropriate member of the Interview Panel following interview, including the reasons for them being unsuccessful, based on the selection criteria within the person specification.

6.6.2 Job applicants, at any stage of the Recruitment and Selection procedures, wishing to make a complaint should be referred to the Director of Human Resources who will ensure that the complaint is acknowledged, investigated and a response given to the complainant.

7. Dissemination, storage and archiving (Control)

7.1 The issue of this policy will be communicated to all staff via the Communications Digest. Local managers are responsible for implementing this policy within their own teams.

7.2 This policy will be available to all staff via the Sheffield Health & Social Care NHS Foundation Trust Intranet and on the Trust's website. The previous version will be removed from the Intranet and Trust website and archived. Word and pdf copies of the current and the previous version of this policy are available via the Director of Corporate Governance and via HR.

7.3 Any printed copies of the previous version should be destroyed and if a hard copy is required, it should be replaced with this version.

8. Training and other resource implications

8.1 Recruitment & Selection training is provided on a rolling basis for recruiting managers and those involved in recruitment. The training will cover all areas of the policy including Values Based Recruitment (VBR), separate VBR training will also be provided.

8.2 Those individuals within the HR Team responsible for supporting the recruitment process will receive training on the policy as required.

9. Audit, monitoring and review

Monitoring Compliance Template						
Minimum Requirement	Process for Monitoring	Responsible Individual/ group/committee	Frequency of Monitoring	Review of Results process (e.g. who does this?)	Responsible Individual/group/ committee for action plan development	Responsible Individual/group/ committee for action plan monitoring and implementation
To be reviewed in line with changes to the legislation and practice within SHSC	Human Resources policies are subject to joint monitoring and review between management and staff sides in the Joint Consultative Forum.	Any changes will be discussed and approved by the HR Policy Group	At least every 3 years	HR Directorate Partner	Human Resources policies are subject to joint monitoring and review between management and staff sides in the Joint Consultative Forum.	Human Resources policies are subject to joint monitoring and review between management and staff sides in the Joint Consultative Forum.

10. Implementation plan

Action / Task	Responsible Person	Deadline	Progress update
Revised policy to be uploaded onto the Intranet and Trust website. Old policy to be removed and archived.	Director of Corporate Governance	Within 5 working days of finalisation	
A communication will be issued to all staff via the Communication Digest immediately following publication.	Director of Corporate Governance	Within 5 working days of issue	
A communication will be sent to Education, Training and Development to review training provision.	Director of Corporate Governance	Within 5 working days of issue	
Brief HR team on new policy and ensure training needs analysis for staff in response to any changes in current practice	Louise Robson / Rachel Noble	04.11.2016	

11. Links to other policies, standards and legislation (associated documents)

Criminal Records Checking, Disclosure & Barring (DBS) Service Policy
Employment Checks Policy
Professional Registration Verification Policy
Equal Opportunities and Dignity at Work Policy
Redeployment Register Policy
Whistleblowing Policy
Involvement of Service Users/Carers in Recruitment
Guidance documents for each stage of the recruitment process are available on the Recruitment pages of the HR Intranet and Involvement of Service Users/Carers in Recruitment guidance
Vacancy Control Planning terms of reference available from the HR team

12. Contact Details

12.1 The Recruitment Team should be contacted for advice regarding the recruitment process via the HR Department on 0114 226 3277.

12.2 Members of the Human Resources Advice Team should be contacted for advice and support for other issues. Contact an HR Adviser via the HR Department on 0114 226 3277.

13. References

13.1 NHS Employers
The Equality Act (2010)
Safeguarding Vulnerable Groups Act (2006)

Appendix A – Version Control and Amendment Log

Version No.	Type of Change	Date	Description of change(s)
V3 D0.1	New draft policy created	September 2016	New policy written to incorporate changes in process
0.2	Consultation feedback incorporated into draft	September 2016	Amendments made during consultation, prior to ratification.
0.3	Final draft for ratification	October 2016	Updated following pre-ratification checks.
V3	Finalised / issued	November 2016	

Appendix B – Dissemination Record

Version	Date on website (intranet and internet)	Date of "all SHSC staff" email	Any other promotion/ dissemination (include dates)
3.0	November 2016	November 2016 via Communications Digest	

Appendix C – Stage One Equality Impact Assessment Form

Equality Impact Assessment Process for Policies Developed Under the Policy on Policies

Stage 1 – Complete draft policy

Stage 2 – **Relevance** - Is the policy potentially relevant to equality i.e. will this policy potentially impact on staff, patients or the public? If **NO** – No further action required – please sign and date the following statement. If **YES –** proceed to stage 3

This policy does not impact on staff, patients or the public (insert name and date)

Stage 3 – **Policy Screening** - Public authorities are legally required to have 'due regard' to eliminating discrimination , advancing equal opportunity and fostering good relations , in relation to people who share certain 'protected characteristics' and those that do not. The following table should be used to consider this and inform changes to the policy (indicate yes/no/ don't know and note reasons). Please see the SHSC Guidance on equality impact assessment for examples and detailed advice. This is available by logging-on to the Intranet first and then following this link https://nww.xct.nhs.uk/widget.php?wdg=wdg_general_info&page=464

	Does any aspect of this policy actually or potentially discriminate against this group?	**Can equality of opportunity for this group be improved through this policy or changes to this policy?**	**Can this policy be amended so that it works to enhance relations between people in this group and people not in this group?**
AGE	**No**		
DISABILITY	**No**		
GENDER REASSIGNMENT	**No**		
PREGNANCY AND MATERNITY	**No**		
RACE	**No**		
RELIGION OR BELIEF	**No**		
SEX	**No**		
SEXUAL ORIENTATION	**No**		

Stage 4 – **Policy Revision** - Make amendments to the policy or identify any remedial action required (action should be noted in the policy implementation plan section)
Please delete as appropriate: Policy Amended / Action Identified / no changes made.

Impact Assessment Completed by (insert name and date) Louise Robson 29th September 2016

Appendix D - Human Rights Act Assessment Form and Flowchart

You need to be confident that no aspect of this policy breaches a person's Human Rights. You can assume that if a policy is directly based on a law or national policy it will not therefore breach Human Rights.

If the policy or any procedures in the policy, are based on a local decision which impact on individuals, then you will need to make sure their human rights are not breached. To do this, you will need to refer to the more detailed guidance that is available on the SHSC web site
http://www.justice.gov.uk/downloads/human-rights/act-studyguide.pdf
(Relevant sections numbers are referenced in grey boxes on diagram) and work through the flow chart on the next page.

1. Is your policy based on and in line with the current law (including case law) or policy?

X **Yes. No further action needed.**

☐ **No. Work through the flow diagram over the page and then answer questions 2 and 3 below.**

2. On completion of flow diagram – is further action needed?

☐ **No, no further action needed.**

☐ **Yes, go to question 3**

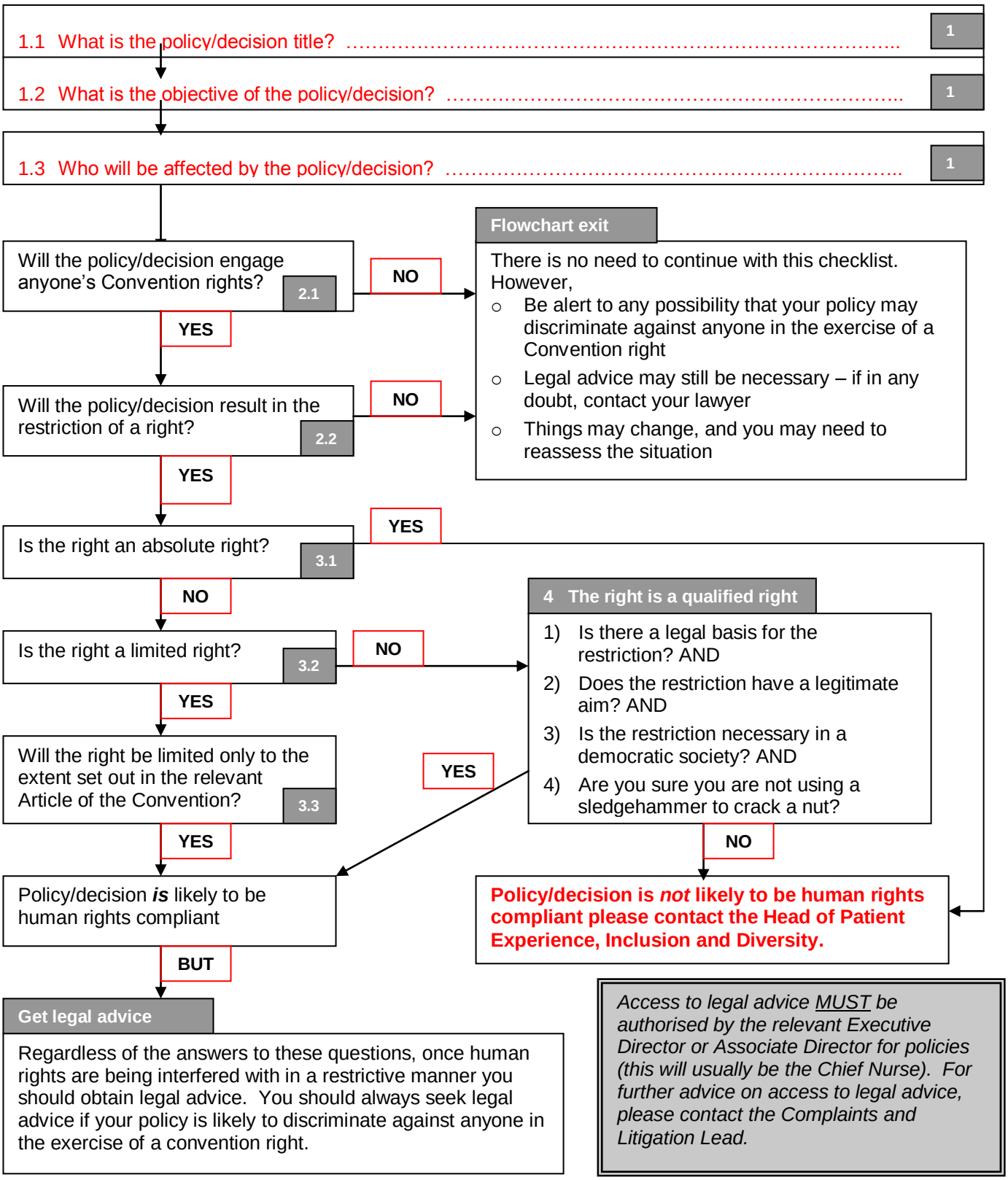
3. Complete the table below to provide details of the actions required

Action required	By what date	Responsible Person

Human Rights Assessment Flow Chart

Complete text answers in boxes 1.1 – 1.3 and highlight your path through the flowchart by filling the YES/NO boxes red (do this by clicking on the YES/NO text boxes and then from the Format menu on the toolbar, choose 'Format Text Box' and choose red from the Fill colour option).

Once the flowchart is completed, return to the previous page to complete the Human Rights Act Assessment Form.



Appendix E – Development, Consultation and Verification

Version No.	Type of Change	Date	Description of change(s)
V3 D0.1	New draft policy created by Louise Robson	September 2016	New policy written to incorporate changes in process – VCP, electronic forms, Service User Involvement & Values Based Recruitment
D0.2	Consultation with HR Team, and other parties - feedback incorporated into draft	September 2016	Amendments made following consultation included spelling and grammar changes. Feedback on where extra clarity was needed in some sections and further development of key stakeholders, inclusion of vacancy planning information.
D0.3	Consultation with Unions	October 2016	Suggestions made to include reference to redeployment process in flow chart and to state interview questions must not be given to candidates prior to interview – both suggestions accepted and incorporated
D0.4	Final Draft for ratification	October 2016	Sent to EDG for ratification.
V3.0	Final version	November 2016	Finalised / issued.

Consultation:
Consultation was undertaken with the HR Team, OD and Equal Ops Lead (September 2016).

Verification:
The draft policy was verified by the HR Joint Policy Group (10 October 2016) subject to two minor amendments that have now been incorporated into the policy.

Appendix F –Policies Checklist

Please use this as a checklist for policy completion. The style and format of policies should follow the Policy Document Template which can be downloaded on the intranet.

1. Cover sheet ✓

All policies must have a cover sheet which includes:

- The Trust name and logo ✓
- The title of the policy (in large font size as detailed in the template) ✓
- Executive or Associate Director lead for the policy ✓
- The policy author and lead ✓
- The implementation lead (to receive feedback on the implementation) ✓
- Date of initial draft policy ✓
- Date of consultation ✓
- Date of verification ✓
- Date of ratification ✓
- Date of issue ✓
- Ratifying body ✓
- Date for review ✓
- Target audience ✓
- Document type ✓
- Document status ✓
- Keywords ✓
- Policy version and advice on availability and storage ✓

2. Contents page ✓

3. Flowchart ✓

4. Introduction ✓

5. Scope ✓

6. Definitions ✓

7. Purpose ✓

8. Duties ✓

9. Process ✓

10. Dissemination, storage and archiving (control) ✓

11. Training and other resource implications ✓

12. Audit, monitoring and review ✓

This section should describe how the implementation and impact of the policy will be monitored and audited and when it will be reviewed. It should include timescales and frequency of audits. It must include the monitoring template as shown in the policy template (example below).

Monitoring Compliance Template						
Minimum Requirement	Process for Monitoring	Responsible Individual/ group/ committee	Frequency of Monitoring	Review of Results process (e.g. who does this?)	Responsible Individual/group/ committee for action plan development	Responsible Individual/group/ committee for action plan monitoring and implementation
A) Describe which aspect this is monitoring?	e.g. Review, audit	e.g. Education & Training Steering Group	e.g. Annual	e.g. Quality Assurance Committee	e.g. Education & Training Steering Group	e.g. Quality Assurance Committee

13. Implementation plan ✓

14. Links to other policies (associated documents) ✓

15. Contact details ✓

16. References ✓

17. Version control and amendment log (Appendix A) ✓

18. Dissemination Record (Appendix B) ✓

19. Equality Impact Assessment Form (Appendix C) ✓

20. Human Rights Act Assessment Checklist (Appendix D) ✓

21. Policy development and consultation process (Appendix E) ✓

22. Policy Checklist (Appendix F) ✓

Appendix G

Vacancy Planning

Background: This In order to help you plan your workforce and consider new ways of working Recruiting Managers must review each vacant post in line with current workforce and future service needs.

Preparing to Recruit

Reviewing the Vacancy

When preparing to recruit there are a number of steps to consider to ensure you fully review the requirements of the role, team, directorate and Trust. The guide Preparing to Recruit available on the Recruitment pages of the HR Intranet takes you through a step by step approach from understanding the requirements of the post to creating the job description and person specification.

Evaluation of the Post

Once you have developed the job description and person specification, if the decisions you have made result in a "new" post with a new or significantly altered job description and/or person specification, the post will need to be evaluated via the Agenda for Change process to determine the banding.

Where posts are subject to re-evaluation that may increase the banding of the role, the Vacancy Control Panel must be advised as per the terms of reference for the VCP available from the HR team.

Authorisation to Recruit

Once the outcome of the evaluation has been confirmed and in order to commence recruitment you should check that you have adequate funding for the post and submit an electronic ESR2a for authorisation. Recruitment can not start without an authorised ESR2a.

Where posts are at Band 7 and above approval is required from the Vacancy Control Panel must be advised as per the VCP terms of reference, available from the HR team.

Recruiting

The guides on the Recruitment pages of the HR Intranet break down the recruitment and selection process into stages and offers help, advice and guidance on each stage. It also details the service levels agreed between the Recruitment Team and Recruiting Managers to ensure the Trust meets its target timescales for recruitment.