

# Value Based Recruitment Policy

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## REVIEWERS

This document has been reviewed by:

NAME	DATE	TITLE/RESPONSIBILITY	VERSION
Steph Cartwright	Mar 14	Organisational Development Practitioner	V1
Alice McGee	Mar 14	HR specialist	V1
CCG Staff	Sept 16	Discussion held with all CCG Staff at Development Session	V2
Steph Cartwright	Sept 16	HR Lead	V2
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Joe Cahill	Sept 16	Staff Side Lead	V2
Tracey Downton	Nov 16	Business Support Manager	V2.1

## APPROVALS

This document has been approved by:

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N.B: the version of this policy posted on the intranet must be a PDF copy of the approved version.

## DOCUMENT STATUS

This is a controlled document. Whilst this document may be printed, the electronic version posted on the intranet is the controlled copy. Any printed copies of the document are not controlled.

## RELATED DOCUMENTS

These documents will provide additional information.

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## **1.0 POLICY OVERVIEW**

### **1.1 Purpose**

The purpose of this document is to outline the key steps in the recruitment process, provide guidance and some top tips or tools to make sure that all recruitment activity undertaken is as effective as possible. This policy should be used by all staff who recruit within the organisation.

### **1.2 Scope**

The process is applicable for all permanent or fixed-term recruitment (including secondments) for all posts that will be recruited on Agenda for Change Terms and Conditions. However, it does not apply to any temporary, bank or contractor recruitment.

The process commences when a vacancy is identified and the Request to Appoint Form is filled and signed by the Chief Accountable Officer or Chief Finance Officer (see Appendix 1). After an establishment number is obtained from the Finance department, the Business Support Manager will receive a request, complete with all necessary supporting documentation, from the manager holding the vacancy (referred to as "Recruiting Manager"). The process ends when the new recruit commences employment with the organisation. An overview of the entire process is provided in Appendix 2.

There may be occasions where recruitment into difficult to fill posts require recruitment from outside of the region and therefore relocation expenses may be considered. The CCG's policy for relocation expenses are covered within this policy.

### **1.3 Aims and Objectives**

The CCG's overriding aim is to ensure that the organisation has the "right staff in the right place at the right time" supporting the organisation in commissioning high quality healthcare services for the local population. The CCG has set the following objectives for the recruitment process;

- Appoint candidates in a timely and efficient manner (target of 16 weeks from advertisement to new recruit starting)
- Maintain a cost-effective, accessible service through the use of online recruitment tools
- Appoint people on merit regardless of age, disability, ethnicity, religion, gender or sexual orientation
- Ensure the recruitment processes in line with NHS Safer Recruitment Standards
- To appoint based on capability and values the best candidates to the organisation

### **1.4 Legal Considerations**

- Employment Rights Act 1996
- Equality Act 2010
- Offender Rehabilitation Act 2014
- NHS Safer Recruitment Standards

## 2.0 ROLES AND RESPONSIBILITIES

Within the recruitment process it is important to ensure that all those involved understand their role in the process which will result in a seamless appointment. The table below summarises the key responsibilities for recruitment

Role	Key Responsibilities
Business Support Manager	<p>Co-ordinate the job matching and evaluation process for new job descriptions</p> <p>Advertise posts on NHS Jobs and any external publications, liaising with managers regarding recruitment needs and costs.</p> <p>Make online applications available for shortlisting</p> <p>Providing applicant personal details for interview invites</p> <p>Provide suite of templates for interviews/appointments</p> <p>Co-ordinate pre-employment checks– informing manager when complete</p> <p>Manage the NHS Jobs account</p> <p>Organise interviews and invite candidate using templates provided</p> <p>Collect references for successful candidate</p> <p>Send out appropriate appointment letters</p> <p>Issue contracts</p> <p>Instigate the CCG Induction and Integration Process</p> <p>Arrange employment forms and IT access in partnership with the line manager / recruiting manager</p>
Recruiting Managers	<p>Write and submit Job Descriptions for job evaluation and matching</p> <p>Request authorisation to recruit by completing all compulsory documents, including Vacancy Approval Form</p> <p>Provide information to plan and advertise the vacancy efficiently and economically.</p> <p>Provide advert, job description and other relevant documentation to process vacancy on NHS Jobs</p> <p>Coordinate interview dates and panel members in collaboration with the Business Support Manager</p> <p>Design appropriate interview questions and where necessary, assessments and tests</p> <p>Complete online shortlisting</p>

	<p>Be a panel member or Chair of the panel at the interview.</p> <p>Make a verbal offer of employment to the preferred candidate</p> <p>Inform unsuccessful candidates of outcome</p> <p>Provide interview feedback to candidates as requested</p> <p>Complete and maintain legible records from interviews, testing and assessment</p> <p>Review all references for the appointed candidate. Where necessary, contact candidate to enquire on any 'red flags'. Consult with HR before continuing or withdrawing offer of employment</p> <p>Review any pre-employment Occupational Health referral and discuss any outcomes of work place adjustments as necessary with the candidate</p> <p>Confirm that references, sickness absence and adjustments are acceptable, or otherwise so that the process can continue. Seek HR guidance where necessary.</p> <p>Engage regularly with the appointed candidate in the period leading up to commencement</p> <p>Implement the CCG Induction and Integration process from the start date onwards</p> <p>Ensure all responsibilities within the Induction and Integration process are fulfilled.</p> <p>Attend, or request any training necessary to comply with the CCG standard of recruitment</p>
COFO and Director of OD and HR	Provide authorisation to recruit via internal resource and establishment control process
HR	Provide advice and guidance on recruitment and selection as requested

These will be reviewed and amended from time to time in light of changes to structures, processes or services.

Appendix 2 shows a flow chart of the process and responsibilities

### **3.0 PLANNING AND ATTRACTION**

It is essential that the CCG's approach to resourcing is measured and planned in order to ensure the CCG maximises the impact and benefits of the process and tools in place, which will support the organisation in attracting and then recruiting the best talent available within the marketplace.

#### **3.1 Job Description & Person Specification**

The job description not only describes the objective and purpose of the job in a straightforward manner, but also provides a framework of line responsibility and key tasks. It provides details to staff so they know what they should be doing and how the job relates to the organisation structure, strategy, objectives and goals. See Appendix 3 for a job description template.

The person specification details what knowledge, skills, personal qualities and additional requirements, are needed to do the job and to what standard. When writing the person specification, the Recruiting Manager must specify which aspects of the criteria are "essential" or "desirable". The short-listing and interviewing panel members must be familiar with the content of the person specification, as this will be the tool that they use in the selection process.

The Recruiting Manager must ensure that the job requirements or criteria are phrased correctly in order to comply with relevant legislation and good practice relating to diversity and equal opportunities. See Appendix 4 for a person specification template.

If the post is a new post it is important that within the planning phase consideration is given to the time it can take to evaluate a post using Agenda for Change Job Matching and Evaluation. The Job Matching and Evaluation process determines the band and therefore the salary for the post.

If the job is not a new post however a review of the job description is required such as updating responsibilities, job evaluation is still required. Managers should use the evaluated job description as a basis for the updates using the 'track changes' function in Word to enable a job evaluation panel to understand the changes.

#### **3.2 Advertising**

Where possible, all posts should be advertised internally in the first instance by inviting expressions of interest. Posts will be advertised internally for one week via the internal communications mechanisms and must be completed prior to advertising external in the majority of cases. In circumstances where advertising internally is not appropriate, approval to place the advert externally straight away will be needed from the Director of OD and HR for these exceptions. An exception may be considered where it is of benefit to the CCG to allow for external competition to fully test the market.

In order to advertise a vacancy the Recruiting Manager needs to provide the following to the Business Support Manager;

- Copy of signed vacancy control form
- Confirmation of banding/evaluation outcome
- Copy of the current job description
- Copy of the current person specification
- Copy of the advert (including closing date and any specific instructions)
- Any other additional documents to be included in the advert

Vacancies will be advertised without unreasonable delay upon receipt of all documentation. The Recruiting Manager will need to advise of the vacancy/advert details, how they would like to advertise the vacancy and timeframes including whether they want to close the advert early if they receive a very high number of applications.

All external posts will be advertised online on the NHS Jobs website. NHS Jobs has a direct link into Job Centre Plus ensuring that appropriate vacancies reach the local communities through this route. In addition and dependant on the role vacancies can also be placed in an external publication at an extra cost to the CCG for posts that a difficult to recruit to.

The advert needs to provide a clear and concise overview of the role and the organisation. In addition, it is useful for the advert to provide prospective candidates with an indication of dates for the selection process. A template advert has been attached as Appendix 5.

### **3.3 NHS Jobs**

For managers within NHS Jobs, when the advert is uploaded onto the site you are identified as the Recruiting Manager for this vacancy. You will automatically receive an email from NHS Jobs with your login details which will include a password and security code, this will be needed when you access NHS Jobs to complete the shortlisting.

You can view the applications at any time during the advert being 'Live' but you will only be able to make notes not shortlist, this may be useful if a high number of candidates is expected as this would enable you to identify any unsuitable candidates at an early stage.

## **4.0 SELECTION**

Selection of a suitable candidate is the most crucial stage of the recruitment process. The overriding aim is to ensure that the CCG uses the most appropriate and best quality selection tools enabling the organisation to identify the best candidate for the job whilst encouraging diversity and complying with best practice or legal requirements.

### **4.1 Short-listing**

All shortlisting should be conducted via NHS Jobs. Candidates should be short-listed against the criteria within the person specification. Managers are responsible for making sure any individuals involved within the short-listing process are aware of and utilise this criterion when short-listing, initially reviewing applicants against the essential criteria and then the desirable criteria where there is a need to further reduce the selection pool. As a guide, the panel should aim to shortlist approximately 6 applicants per vacancy.

Technical guidance on how to conduct shortlisting on NHS Jobs can be obtained by the Business Support Manager or HR.

When considering applicants for shortlisting priority will need to be given to any applicants who have marked that they wish to apply under the Equality act (Disability), this means that if they meet the essential criteria on the person specification they will be interviewed for the position.

All vacancies close on NHS Jobs at midnight on the closing date, this is fixed within the system so managers should be mindful of this when setting a closing date (for example, consider closing the vacancy on a Sunday rather than Friday as applications will not be processed for short-listing until Monday).

Where there is a significant number of applicants applying for a single post it may be appropriate to consider random selection as a mechanism for shortlisting in the first instance, prior to normal shortlisting. A tool to do this is available in Appendix 6.

### **4.2 Interview Process**

In the event of an internal interview at least one panel member must include an independent panel member from a different department, HR or a senior manager. The panel must consist of at least 3

people, one of which must have attended recruitment training within the last 3 years. Where there is only one member of the panel who has attended training, they will become the panel Chair.

The Recruiting Manager is responsible for co-ordinating the interviews and panel membership, however the Business Support Manager will support by sending invite to interview letters. It is important that all candidates are given the same written information covering key areas such as to how long they will take, the topic area(s) they will cover, and what, if anything, they should prepare in advance.

At the selection process the Recruiting Manager is responsible for checking documentation to prove the individual's identity; this will ensure that the right candidate is being interviewed against the application form submitted.

Candidates will be asked to bring the original documents. The Recruiting Manager will view them and sign the photocopies as confirmation that the originals have been seen. All the photocopies are then retained for all appointed candidates to go into their personal file.

The Recruiting Manager must ensure that there is a clear and fair way of determining how to select the successful candidate for the role, based on objective criteria related to the requirement of the role. The manager must ensure that a written note of the reasons for selecting the successful candidate and rejecting others is made and retained along with any notes made by the panel members (these can be scanned into a file rather than paper copy kept). There is a legal requirement to retain this documentation for a minimum of **six** months after the appointment decision has been notified to the candidates.

#### 4.3 Selection Methods

Recruiting Managers should give consideration to using a range of job-related selection tests, practical exercises or presentations as part of the selection process. Psychometric (verbal, numerical or intelligence) and personality profile tests may only be given by trained test administrators and any department wishing to use such tests must contact the HR Team for advice. All candidates must be subject to the same tests under exactly the same conditions, (excluding any allowances made as 'reasonable adjustments' to disabled candidates).

An appropriate form of testing will be used for all band levels to ensure that no post is appointed based on just one selection method. The two types of assessment will depend on the band of the role being recruited to.

There may be certain roles that will require an external assessor, this to be decided by the recruiting manager

Below is an overview of the most common selection methods used;

Method	Details	Used For
Panel Interview	Candidates are interviewed by a panel consisting of minimum of 3. At least one member of the recruitment panel must have completed recruitment training	All posts to examine knowledge and experience and fit to post
Basic Numeracy / Literacy	Paper based tests for basic numeracy and literacy	Entry level posts or those with data requirements e.g. administrator, data entry clerk

Method	Details	Used For
Verbal reasoning	Written timed test assesses understanding of English comprehension and ability to obtain information from text	Posts with high number of candidates or where writing skills are essential e.g. PA/Secretary, policy role
Presentation	Candidates asked to prepare and present on a topic related to the role	Assesses candidates for posts that require teaching and/or presenting skills
Job simulation, in tray exercise	Exercises that measure candidates typing skills, accuracy, knowledge and understanding	Tests candidates' practical skills e.g. admin posts
Online testing inc. data entry	Online tests to assess candidates typing speed and accuracy, IT skills, data entry speed.	Tests candidates' ability for the main role requirements e.g. typing speed
General Intelligence testing	Online test to assess reasoning, perceptual speed, number speed and accuracy, spatial visualization and word meaning	Provides a predictor of candidates' development potential - i.e. how quickly they can learn new skills
Expert interview panels	Candidates are interviewed by an additional panel of 'experts' to test their specific knowledge in this area	Tests candidates for more senior posts where a working knowledge of other specialist areas is required e.g. Heads of Service
Personality Profile analysis	Online (or paper) questionnaire which asks to rate against statements or descriptions relating to behaviour (most or least like)	Provides broad overview of attitudes, behaviours and characteristics which can be compared against role

#### 4.4 The Interview

It is important that for all interviews the Interview Crib Sheet is used in Appendix 7 and attached to the paperwork for each candidate.

By the time a candidate has been short-listed for a post; there will already be evidence (within the application form in particular) that they have the necessary skills and experience for the job i.e. they can do the job. Therefore, minimal amount of time should be spent during the interview on this area and instead the focus should be on whether they want to do the job and will they fit into the culture of the organisation, share the values and will operate well within the team. It is important that the interview process is structured to provide Recruiting Managers with the necessary information to answer these three questions. Different approaches will need to be adopted to cover these areas.

**Can they do the job?** - This is probably the most straightforward area of the interview, where experience and competence is explored. Questions about their previous career – how, what, why – and their approach to possible scenarios or situations can be used to establish experience and competence. Although this is an important area to cover, the application form and any selection tests (such as presentations, numerical or typing tests) will have already provided strong evidence on this so it is probably wise to spend less than a third of the interview on this area.

**Do they want to do the job?** - This is a much more difficult area to assess as it relates to motivation. However, one approach is to ask candidates about why they have chosen to apply for this role or what interested them about working for the CCG. In particular, you will be looking for evidence that they have done research on the organisation and the role. You may also want to assess how the role fits in with their career plans.

**Will they fit our values?**- This is a really important part of the recruitment process as it is vital to test that potential new employees have the right attitude and behaviour. It is much easier to teach someone the technical aspects of a role than to change their attitude or approach. The CCG wants to recruit people who believe in the vision and share the values of the organisation. So within this area you will want to explore aspects such as caring and empathy; willingness to adapt; innovation; interpersonal and communication skills; and whether they are a team player. You will also want to explore their strengths and weaknesses and their preferred working styles. Again other elements of the selection process, such as personality profiles, can help support this area.

The CCG values that should be tested as part of the selection process are:

**TRUST** one another  
**RESPECT** one another  
BE **OPEN** in receiving feedback from others  
Maintain **PROFESSIONAL** integrity  
Be accessible, visible and **CONSISTANT**  
Take **RESPONSIBILITY**

At the end of the interview notify candidates that references that are requested if successful will ask about any sickness, capability or disciplinary issues.

Prior to the interview the Recruiting Manager, along with the rest of the selection panel, will need to determine the format of the interview. In order to get the best out of the process you should;

- Introduce the panel and format of the interview at the start
- Advise the candidate that you will be taking notes
- Make candidates aware when they will be able to ask questions
- Use open questions wherever possible – how, who, what – and probe vague areas or statements by asking for specific examples.
- Question candidates about any gaps in their employment history or any omissions
- Apply the same interview structure to all candidates e.g. if you ask for a presentation, all candidates must perform this
- Advise at the end of the interview what the next steps are and timescales
- Keep brief factual notes of the interview

For posts requiring the post holder to work with highly vulnerable children, e.g. Looked After children, children with disabilities, or posts where staff will have sole care of responsibility for a child/group of children, e.g. staff taking children on residential trips, consideration should be given to the need for an additional safeguarding (Warner) interview. Such interviews were a recommendation of The Report of the Committee of Inquiry into Selection, Development and Management of Staff in Children's Homes (Warner, 1992). The aim is to address areas that are more difficult to assess in the formal interview setting.

As set out in regulations 33-33 of Chapter 4 of the Children's homes regulations and Quality Standards, the registered person must ensure that recruitment of staff safeguards children and minimises potential risk to them. The Bichard Report recommended the assessment of personal qualities during the selection process, and the safeguarding team will be able to support any recruiting managers to understand these recommendations in more detail.

This is a very brief overview of the interview process. The HR department can provide more detailed training and support on recruitment and selection and opportunities to practise interview skills.

#### **4.5 Choosing the right candidate**

Following the completion of the appropriate selection method the interview panel will need to agree on a suitable candidate to offer the role too. The recruiting manager and panel will have three options to consider:

- The highest scoring candidate is suitable for the role and appointable therefore can be offered the role subject to satisfactory pre-employment checks
- No suitable candidates therefore no appointment
- The panel have concerns about the highest scoring candidate and therefore will decide to offer the post to another candidate. It is important that the panel note the reasons for this decision and discuss their decision with the Director of OD and HR or a member of the HR team

If further assessment is required the chair of the interview panel will need to contact all the candidates explaining the situation, giving reason for the further assessment and confirming the details of the further assessment. The further assessment may include any of the selection methods described in the table earlier in the policy.

Where the panel decide that the highest scoring candidate is suitable for appointing they will progress to the pre-employment screening process.

Once the selection process is complete the Recruiting Manager will need to contact the candidates by telephone to inform them of the outcome. This should take place at the earliest opportunity, by no later than 48 hours (unless there are extenuating circumstances). Candidates should be offered verbal feedback on their performance, arranging a suitable time/method if more detailed feedback is requested, a template letter for regret at interview can be provided by the Business Support Manager.

For the successful candidate the Recruiting Manager should outline the basis of the offer (including salary, working hours etc.). The manager should be aware that a verbal offer constitutes an implied contract of employment and so it is vital that the information relayed is correct and in line with national terms and conditions and organisational policies. If a manager has any queries or concerns advice should be sought from the HR department prior to making the offer.

Once all the candidates have been contacted the manager should confirm the successful candidates and details of the offer made. The Business Support Manager will request the references for the successful candidate and will send a Conditional Offer letter in the first instance, this will inform the candidate that they have been successful and how to arrange to undertake their pre-employment checks.

#### **4.6 Relocation Expenses**

For some difficult to recruit to posts, candidates may be recruited to out of the region and may ask for the CCG to consider reimbursement of relocation expenses. The recruiting manager cannot make the decision on behalf of the organisation, and this must be discussed with HR, the Chief Financial Officer and the Director of HR and OD. Further guidance on relocation can be found in Appendix 8 including the criteria for eligible candidates, the maximum allowance and the reimbursement process.

### **5.0 PRE-EMPLOYMENT SCREENING**

As part of the NHS Safer Recruitment Standards, the CCG have a robust pre-employment screening process that is managed by the Business Support Manager. All offers of employment will be made on a conditional basis subject to the relevant pre-employment screening checks, which include:

- Evidence of the right to live and work in the UK
- Evidence (original documents) relating to required qualifications or professional memberships or driving licence (where driving is a job requirement)
- Occupational Health clearance
- An acceptable DBS (Disclosure and Baring Service) disclosure, where appropriate
- A completed Declaration of Interest form
- Receipt of two acceptable references from previous employers or other appropriate individuals that confirms as a minimum:
  - Dates of employment
  - Periods of absence due to sickness
  - Any conduct or capability issues e.g. dismissed due to gross misconduct, serious concerns regarding performance etc.

It is important that one of these references is from the current line manager or the last known employer

### **5.1 Right to Work in UK**

In order to work for the CCG an individual must be able to prove that s/he has the right to live and work in the UK. To avoid making assumptions about such permission, all appointees for evidence of eligibility to work in the UK. It is unlawful racial discrimination to carry out checks only on potential employees who by their appearance or accent seem to be other than British. It is therefore standard practice to ask all candidates to bring with them evidence of their right to work in the UK (this also serves as evidence of identity which is another check that needs to be undertaken throughout the recruitment process).

Nationals from some of the more recent EU states (Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia and Slovenia) will need to register with the Home Office once employment has started. Since May 2004 all citizens from these countries are free to work legally in the United Kingdom but are required to register with the Home Office if they start working in the United Kingdom. They must be advised of this requirement and will need to provide evidence of their employment, their offer letter or contract will suffice. Once the employee has been registered a copy of the registration should be retained on their personal file.

If the person to be appointed is a national of a non-EEA country, a sponsorship may be required. If so, the HR Team must be contacted as soon as the interviews are complete in order that an application can be made to the Home Office's Immigration and Nationality Directorate - for this sponsorship. This process can take up to three months and will only be successful for roles where there is a labour shortage in the UK or evidence can be provided that the organisation has been unsuccessful at recruiting an EEA National. Staff cannot under any circumstances be employed until permission is given.

### **5.2 Qualifications, Professional Memberships and Driving Licences**

Where it is an essential criterion of the person specification, copies of (original documents) relevant qualifications, professional memberships and driving licence a copy of this documentation will be taken as part of the pre-employment checks and should be retained on the personal file for the appointed candidate. This should be collected before the interview where possible.

### **5.3 Pre-Employment Health Questionnaires**

The aim of pre-employment health screening is for the appointed candidate to identify if they have any health issues, this is done via 2 questions which will be sent out with the appointment letter and the candidate will be required to bring into the pre-employment meeting.

These questions will identify if a candidate needs to undertake a further in depth questionnaire that will be assessed by the Occupational Health Department before clearance is given. Where

possible this will be done by an agreed phone call, only attendance at the Occupation Health Department if required after phone consultation.

Occupational Health clearance won't be required for internal candidates who have been cleared during the past 5 years unless there is a significant changes to the duties of the role (e.g. from non-manual to manual role that requires lifting), the role poses an increased health risk (e.g. working in a high risk area) or there has been a significant change in the health of the member of staff.

#### **5.4 Disclosure and Barring Service (DBS) Disclosures**

The CCG will not discriminate unfairly against applicants who possess a criminal record and will not necessarily bar an applicant from employment due to an unspent conviction. In cases where a conviction is disclosed the nature of the conviction and its relevance to the post will be considered.

However, unspent convictions of theft, violence, assault or damage to property are likely to be viewed as making an individual unsuitable to work for the organisation.

Under the Rehabilitation of Offenders Act 1974 ex-offenders do not have to disclose spent convictions on the application form. However certain types of posts, particularly those that involve working with children or vulnerable adults or in other positions of CCG or sensitive areas, are exempt from these provisions, and in these cases all convictions must be declared. As a result the application form for posts within the organisation, advise applicants that they should disclose SPENT and UNSPENT convictions and cautions as well as advising of any police investigations with which they are currently involved.

The Disclosure and Barring Service (DBS), a Home Office agency, has been established to allow employers to request disclosures on potential employees in certain areas of work. A DBS disclosure will be required for all roles where an individual is solely responsible or has sole access to children or vulnerable adults (or significant access to patient records). In practice, this means that there are only a limited number of posts within the organisation that will require checks in areas such as Complaints, Children's, Mental Health & Learning Disability Commissioners, Intermediate/Continuing Care Workers, safeguarding, Communications & Engagement and Nursing and Quality. When recruiting for a role the HR team will discuss and agree whether the role meets the criteria for a DBS disclosure.

*Those in a role subject to a DBS disclosure can commence employment in the organisation pending receipt of the DBS clearance if a risk assessment determines this to be appropriate and they can be supervised or restricted from having sole access or responsibility for children and vulnerable adults.*

All verbal and written offers of employment for posts which are subject to a DBS disclosure will be made on the basis that the offer of employment is conditional on receipt of a satisfactory disclosure.

The Business Support Manager will ensure that all paperwork relating to DBS disclosures is kept securely and destroyed after 6 months of receipt.

#### **5.5 Declaration of Interest**

A conflict of interest occurs where an individual's ability to exercise judgement, or act in a role, is or could be impaired or otherwise influenced by his or her involvement in another role or relationship. The individual does not need to exploit his or her position or obtain an actual benefit, financial or otherwise, for a conflict of interest to occur. Therefore it is important to ensure that staff the CCG recruits to either don't have a conflict or have a conflict that is identified and mitigated against.

As well as direct financial interests, conflicts can arise from an indirect financial interest (e.g. payment to a spouse) or a non-financial interest (e.g. reputation). Conflicts of loyalty may arise (e.g. in respect of an organisation of which the individual is a member or with which they have an

affiliation). Conflicts can arise from personal or professional relationships with others, e.g. where the role or interest of a family member, friend or acquaintance may influence an individual's judgement or actions, or could be perceived to do so. Depending upon the individual circumstances, these factors can all give rise to potential or actual conflicts of interest.

As part of the recruitment process successful candidates will be asked to complete a declaration of interest form that will be considered prior to a final offer of employment. Where a potential conflict is identified the appropriate Director should be informed who will take the necessary steps to understand the conflict and any mitigation required.

### 5.6 Safer Recruitment Standards (safeguarding children)

The CCG is committed to the national Safer Recruitment Standards for appointing new starters and recognises that for posts where frequent contact will be with children and vulnerable adults are part of the role, further considerations should be given to ensuring the candidate is suitable to work in this area.

Safer practice in recruitment means that the safety and welfare of the child is paramount at every stage of the process. It starts with detailed planning of the recruitment exercise and, where the post is advertised, ensuring that the advertisement makes clear the organisation's commitment to safeguarding and promoting the welfare of children. It also requires a consistent and thorough process of obtaining, collating, analysing, and evaluating information from and about applicants. The policy covers all of the points within the safe practice guidelines and should be adhered to as part of any recruitment.

### 5.7 Employer References

For all positions within the organisation the Business Support Manager will seek references as follows;

Candidate Employment Position	Reference 1	Reference 2
In employment	From current employer	From previous employer/employers
Not currently employed	From most recent employer	From previous employer
Never been employed	Character reference – school, college, voluntary organisation (where possible)	Character reference – school, college, voluntary organisation (where possible)
Employed internally	From current line manager (unless that is the Recruiting Manager in which case from previous manager or another appropriate person)	Not required

If candidates had noted on application form that references could be sought before interview the recruiting manager will make a decision whether to contact first.

References from relatives or friends will not be accepted. Appropriate referees are those who have direct experience of a candidate's work, education or training: preferably in a supervisory capacity and a reference must be obtained from the current or previous employer. The value of unsolicited references submitted by candidates and addressed 'To Whom It May Concern' is very limited and should be disregarded.

Feedback on the following areas will be asked in all references:

- Confirmation of the dates of employment and job title
- Details of sickness record in the last 12 months
- Details of any conduct or capability issues including 'live' i.e. current disciplinary sanctions

References will be requested for successful candidates only, and will therefore not be used as a selection tool, unless 2 or more candidates are the marked on the same points. Where possible (without causing delays in the process) references will be sought by email (or writing only if referee has no access to email facilities), otherwise by telephone. Any references taken via telephone will be emailed or faxed for signature to confirm they are an accurate record of the discussion.

Where references are unsatisfactory, not forthcoming or an employer out rightly refuses to provide a reference, the Recruiting Manager will review the situation and make a decision about the next steps, including whether the offer of employment is withdrawn on the basis of failure to satisfactorily meet the conditions of the offer.

## **6.0 STARTING NEW STAFF**

Once satisfactory pre-employment checks are received, the Business Support Manager will prepare an unconditional offer letter and will send out along with the contract of employment for the new starter. The Business Support Manager will provide the line manager with the Induction and Integration Plan for the line manager to implement for the new employee. The line manager is responsible for arranging the induction programme and the staff handbook to be available for the individual on their first day. This will need to include key information such as where to report on their first day and details of documents to bring to enable them to be set up on the organisations systems.

The Business Support Manager will arrange the administrative elements of starting a new member of staff including;

- IT access
- Ordering any equipment (such as mobile phone, tablet or laptop) and ensuring necessary office equipment (including PC and landline) is available
- holder
- ID Badges/Security fobs

The Recruiting Manager will then need to ensure that the necessary arrangements are made to induct the new starter within the CCG. This includes booking introduction meetings with key contacts and ensuring all mandatory and statutory training is completed within the first month of employment.

On starting, a commencement form will be raised by the Business Support Manager for completion with the employee and following which will then be processed and sent the Payroll team. Failure to submit a New Starter Form to payroll on time may result in the new employee not being paid. It is therefore of utmost importance that both the Recruiting Manager and the Business Support Manager ensure that this form is completed and sent off to payroll without any unreasonable delay.

## **7.0 EQUALITY STATEMENT**

In applying this policy, the organisation will have a due regard for the need to eliminate unlawful discrimination, promote equality of opportunity and provide for good relations between people of diverse groups. In particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation, in addition to offending background, trade union membership or any other personal characteristic.

Appendix 1

# REQUEST TO APPOINT FORM

This form is to be used to appoint to any posts/vacancies that exist within the CCG establishment register and must be fully signed and returned to the Business Support Manager before the post can be advertised internally, externally or through NHS Jobs.

Posts that do not appear on the CCG establishment register will require an establishment change form to be completed.

## 1. Position Information

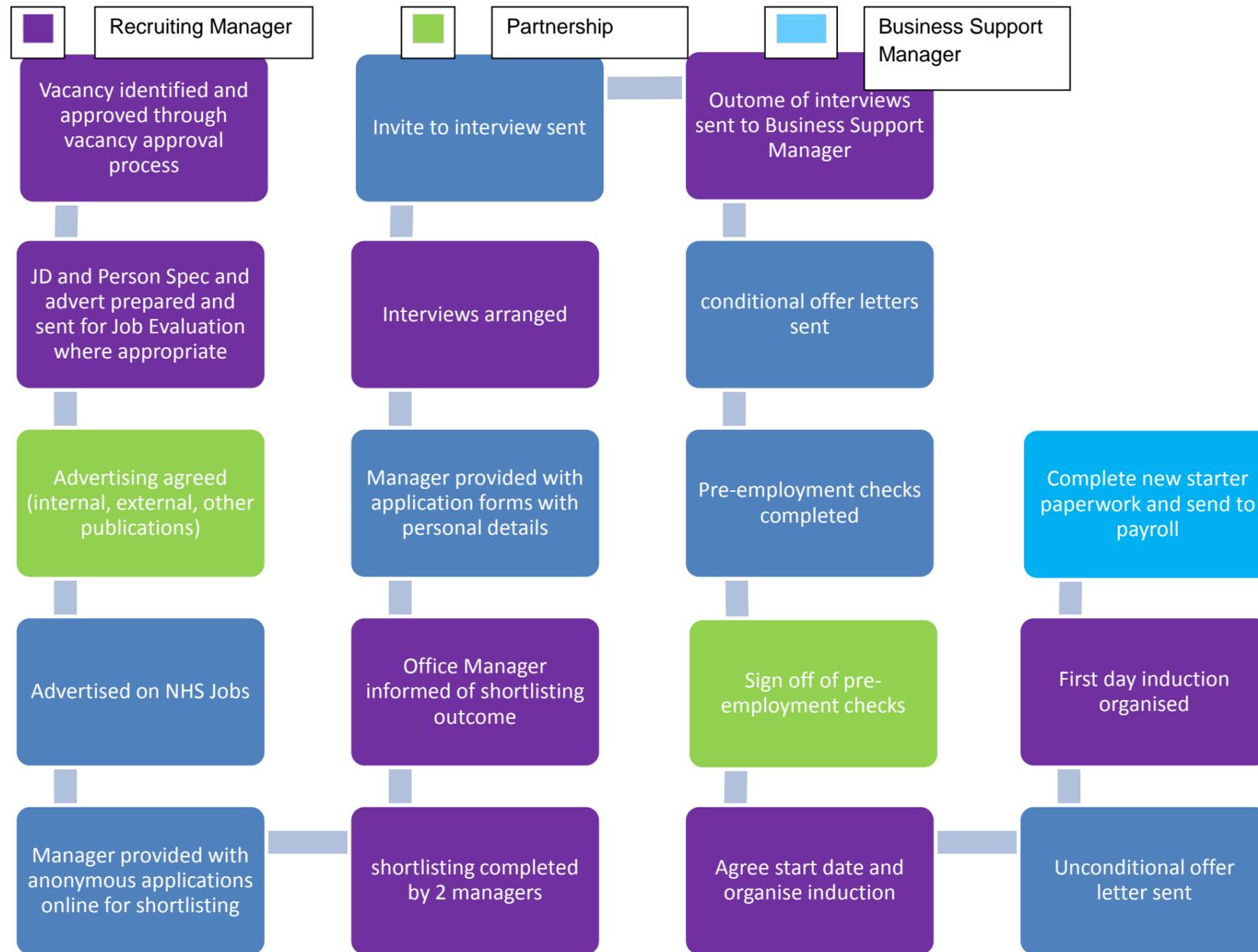
<b>Post Title</b>		<b>Establishment Register Number</b>	
<b>Previous/Existing Post holder</b>		<b>Department</b>	
<b>Location/Base</b>		<b>Validated Banding</b>	
<b>Reason for Appointment</b>	<i>This section must include an explanation for the appointment and confirmation that there is funding within allocated budget for post</i>		
<b>Has a discussion taken place with the relevant Management Accountant to confirm funding within allocated budget?</b>	YES/NO* * PLEASE DELETE AS APPROPRIATE		

## 2. Recruitment Information

<b>Contract Type</b>		<b>Full Time/ Part Time</b>		
<b>Exact Hours</b>				
<b>Advertising Required in (PLEASE TICK)</b>	Internal (one week)	NHS Jobs (Two Weeks)	HSJ	Other (Please specify)
<b>Closing Date</b>		<b>Interview Date</b>		
<b>Advert Attached (✓)</b>	<b>Job Description Attached (✓)</b>	<b>Person Specification Attached (✓)</b>	<b>Confirmation of Banding Attached (✓)</b>	

## 3. Approval Information

	<b>Print Name</b>	<b>Signature</b>	<b>Date</b>
<b>Head of Financial Management - Corporate &amp; Financial Planning</b>	JAMES SMITH		
<b>Recruiting Manager</b>			
<b>Management Lead</b>			
<b>HR Lead</b>	STEPHANIE CARTWRIGHT		
<b>CFO</b>	MATTHEW HARTLAND		



## JOB DESCRIPTION

**JOB TITLE:**

**DEPARTMENT:**

**ACCOUNTABLE TO:** *Job title of the manager/supervisor for the post*

**RESPONSIBLE FOR:** *Job titles of roles directly reporting to the post*

**LOCATION:** *Site postholder will be based at*

**BAND:** *Current band e.g. AfC Band 7*

**HOURS:** *Standard is 37.5*

**DATE POST EVALUATED:**

### Job Purpose

A brief summary (no more than 4 – 8 sentences) of the main objectives and overall purposes of the job and the outcomes expected.

### Principal Duties and Responsibilities

Define the main objectives, areas and levels of responsibility and the outcomes expected. This should be succinct, informative and not repetitive. Duties should be measurable and achievable. The language needs to be simple and describe what is to be done not how it will be done.

This should be no greater than 2 sides of A4. It may be appropriate to review the following areas, however not all of these will be applicable to all posts;

- planning and organisational skills e.g. strategic/business planning, project management, arranging meetings/conferences
- analytical and judgement skills e.g. analyses statistical data, prepares reports on trends with key conclusions
- communication and relationship skills inc. interaction with staff, patients and external organisations
- policy/service development e.g.. generating new business, implementing service improvements, managing key processes or projects
- responsibility for human resources i.e. managing staff, training, teaching
- clinical responsibilities inc. any patient interaction, reviewing/redesigning patient pathways, clinical audit
- financial responsibilities inc. budget management, authorised signatory, income generation
- asset management, responsibility for managing physical assets such as clinical, office and other equipment, fixtures and fittings, responsibility for safe use of equipment or ordering and stock control
- maintenance, development or manipulation of IT systems
- research and development, provide detail on both formal and informal activities that are underpinned by appropriate methodology and documentation

### Organisation

The CCG is committed to ensuring a positive working environment and works to the following values:

**TRUST** one another

**RESPECT** one another  
BE **OPEN** in receiving feedback from others  
Maintain **PROFESSIONAL** integrity  
Be accessible, visible and **CONSISTANT**  
Take **RESPONSIBILITY**

### **Key Relationships**

A list of the key postholders or people (internal and external) that the postholder will work with. For example;

- Senior Management Team and Directors
- GPs and Practice-based clinical staff
- Finance and Business Support Unit
- General public and patients

### **Departmental Structure**

Include a diagram that outlines the structure of the department and highlights where the post sits.

### **GENERIC CLAUSES**

The following generic clauses should be in all JDs:

#### **Performance Management**

All employees have a responsibility to participate in regular appraisal with their manager and to identify performance standards of the post. As part of the appraisal process every employee is responsible for participating in identifying their own training and development need to meet their KSF outline.

#### **Health & Safety at Work**

Attention is drawn to the responsibility of all employees to take reasonable care for the health & safety of themselves and other people who may be affected by their actions at work.

#### **Equal Opportunities**

The Organisation is committed to being an equal opportunities employer and welcomes applicants from people irrespective of age, gender, race and disability.

#### **Smoking**

The organisation operates a No Smoking policy.

#### **Mobility**

Whilst the post holder will be based at ..... There may be the requirement to travel around the patch.

#### **Confidentiality**

Your attention is drawn to the confidential nature of information collected within the National Health Service. The unauthorised use or disclosures of patient or other personal information is regarded as gross misconduct and will be subject to the organisations Disciplinary Procedure and, in the case of both computerised and paper-based information, could result in a prosecution for an offence or action for civil damages under the Data Protection Act 1998.

#### **Safeguarding**

It is the responsibility of every member of staff to safeguard and protect vulnerable adults, children and young people from abuse. All staff are expected to undertake mandatory training relevant to the role. All staff should familiarise themselves with the relevant Policies on safeguarding which are available on the internet site.

**Job Description**

This job description is not intended to be an exhaustive list of duties and the postholder will be expected to undertake any other duties relevant to the post. The job description will be subject to discussion and reviewed on an annual basis within the appraisal process.

**POST HOLDER'S SIGNATURE:.....**

**DATE:.....**

## PERSON SPECIFICATION

JOB TITLE		GRADE/BAND	
	<b>Essential Criteria</b>	<b>Desirable Criteria</b>	<b>How identified</b>
<b>Qualifications training</b>	<p>Level of education; professional qualifications; vocational training; training and learning programmes/courses. If specifying degree or particular qualification it is appropriate to add “or equivalent experience” to ensure you are inclusive.</p> <p>e.g. Educated to Masters degree or have equivalent professional experience</p> <p>Management Qualification</p> <p>Evidence of continued professional development</p>		For each criteria highlight how this will be identified through the recruitment process i.e. application form, interview, presentation, test etc.
<b>Experience</b>	<p>Type and level of experience within particular fields or areas of work.</p> <p>e.g. Significant experience within a project role</p> <p>Substantial experience of delivering strategic level advice and guidance to senior managers and Directors</p>		
<b>Skills/knowledge</b>	<p>Range and level of skills; key areas and depth of knowledge.</p> <p>e.g. Ability to work within and lead cross functional working and project groups</p> <p>Awareness of the broad strategic direction of the organisation</p> <p>Excellent listening, communication and presentation skills</p>		

	Essential Criteria	Desirable Criteria	How identified
	Excellent writing skills, including the ability to summarise information and key issues		
<b>Personal qualities</b>	<p>This will include areas such as flexibility, attitude, self management or motivation.</p> <p>e.g. Intuitive, good judgment and the ability to communicate thoughts clearly and simply</p> <p>Positive attitude and highly self motivated and can motivate others</p> <p>Results orientated and business focused</p>		
<b>Other requirements</b>	Include any particular demands of the job which might include working a particular pattern (weekends/evenings), being mobile across a region or being on call.		

## TEMPLATE ADVERT

Job Title:

Location:

Pay Band:

Salary:

Working Pattern:

Contract Type:

1<sup>st</sup> paragraph: introduction line to grab people's interest and lead into the role e.g. Do you have what it takes? Our last commissioning manager did and due to their recent promotion within the organisation, we have an exciting opportunity for you to become one of our Locality Commissioning Manager, joining a small but dynamic team dedicated to working with local clinicians to drive clinically led commissioning to meet the needs of our population.

2<sup>nd</sup> paragraph : a description of the organisation e.g.xxxxxxxx is responsible for the commissioning of health care services for approximately 380,000 people across xxxx and is committed to getting the best value from the £558 million which we invest in health care each year. The organisation currently employs approximately 280 staff across a range of disciplines that support the commissioning agenda. Key to successful commissioning is our role as leader and partner within the development of safe and effective health care.

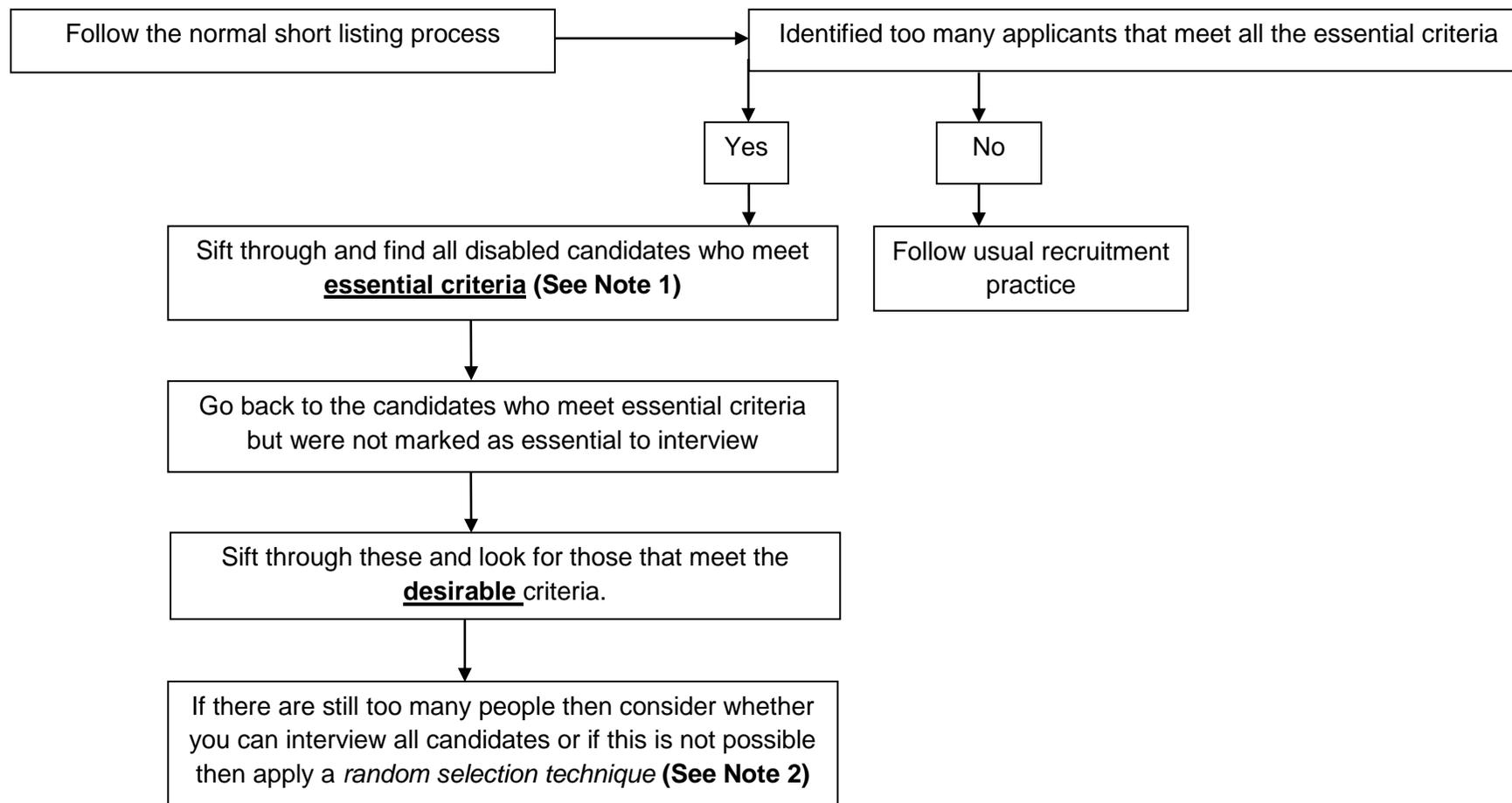
2<sup>nd</sup> and 3<sup>rd</sup> paragraph: a description/overview of the role and key skills required e.g. If you join us, you will support and partner the business in reviewing, improving and redesigning clinical pathways to ensure that these deliver excellent healthcare services to our local population. You will need to be a qualified and registered RGN/RMN or equivalent and have a good understanding of current clinical practice and patient pathways. Your expertise along with an innovative, adaptable, patient-focused and business orientated approach will ensure that you get the job done whilst meeting the unique needs and challenges of the organisation.

4<sup>th</sup> paragraph: what's in it for them? What can the business give them in terms of skills and experience? E.g. In return we will provide you with the opportunity to develop your skills and career as a project manager in a supportive, exciting environment. In this role no two days are the same and every day will bring new challenges for you to get stuck into.

Final paragraph: contact and application details e.g. *For an informal discussion please contact Bob Smith on 0121 465 8000.* Applications should be made online at [www.jobs.nhs.uk](http://www.jobs.nhs.uk). Applicants are advised that the selection process will take place on Friday 29<sup>th</sup> January 2013.

Right to close advert early.

## SHORTLISTING SELECTION TECHNIQUES

**Note 1**

Under the two ticks symbol we must interview anyone who is disabled and meets all of the essential criteria, HR will have marked these as essential to interview. Please note disabled candidates who do not meet the essential criteria do not have to be guaranteed an interview.

**Note 2**

Apply a random selection technique – bear in mind this should be a **consistent approach** i.e. pick every 2<sup>nd</sup> candidate or every 3<sup>rd</sup> candidate or every 5<sup>th</sup> candidate or every 10<sup>th</sup> candidate.

This selection technique should be free from any bias and must not inadvertently discriminate against disadvantage groups.

## INTERVIEW CRIB SHEET

Post	
Candidate	
Date	
Panel Chair	

Has the candidate been greeted and introduced to the panel	
Have the pre-employment documents been seen and copied (qualifications, right to work and identification documents)	
Has the process of the assessment been explained to the candidate	
Has the candidate been given an opportunity at the end of the interview to ask the panel any questions	
Has the candidate been informed of when a decision will be made	
Has the candidate's references been contacted prior to interview	
Explain to the candidate that if they are the preferred candidate references will be contacted before a formal conditional offer letter is offered	
Has the candidate been asked the standard questions below:	

## Standard Interview Questions:

Have you got the right to work in the UK?	
The next stage of the process is to contact references if you are the preferred candidate, is there anything that your references will raise that you want to make the panel aware of? We will be asking about any formal actions i.e. sickness, disciplinary, capability	

## RELOCATION GUIDANCE

### GUIDANCE ON RELOCATION EXPENSES

#### 1. INTRODUCTION

These are the CCG rules for the payment of relocation expenses. They apply to all newly appointed staff of the CCG.

#### 2. ELIGIBILITY

Employees will only be eligible for consideration for relocation expenses if the CCG considers relocation to be a necessary requirement, i.e. where an employee has been appointed and/or it is considered to be in the interests of the CCG.

This will be confirmed in the formal offer of appointment.

Where eligibility applies, assistance with relocation expenses will only be given where:

- a) Relocation is completed within six months. (An extension beyond this period may only be approved by an Accountable Officer in exceptional circumstances)
- b) Prior approval for the relocation and associated expenses has been agreed by the Chief Finance Officer and Director of OD and HR.
- c) The exact amount of the relocation package to be made available has been agreed.
- d) The employee has signed their agreement to the terms and conditions set out in the 'Relocation Expenses Agreement form' at appendix 9

#### 3. ELIGIBILITY

Staff eligible for removal expenses shall give a signed undertaking to remain in the employment of the CCG for a period of 2 years. Should the member of staff fail to honour that agreement, they will be required to repay the expenses as set out below.

Months of service completed in the new post at time of leaving:

3 months or less	100% of amount paid
4 - 6 months	80% of amount paid
6 - 12 months	60% of amount paid
13 - 18 months	40% of amount paid
18 - 24 months	20% of amount paid

#### 4. SCALES OF REIMBURSEMENT (MAXIMUM AMOUNT)

Move from:	Furnished rent accommodation	£1,500
	Unfurnished rented accommodation	£2,500
	Owner occupied accommodation	£5,000

These scales will be reviewed annually.

Under exceptional circumstances, these amounts may be increased only by the Accountable Officer

## **5. SUMMARY OF MAIN REIMBURSABLE ITEMS WITHIN THE OVERALL LIMIT**

Preliminary visits to look for accommodation.

Subsistence allowance for temporary accommodation before old house sold.

Legal fees.

Estate Agent's fees.

Surveyor's fees.

Removal of furniture and effects.

Excess rent costs.

Storage of furniture.

Bridging loans.

Refitting carpets/curtains.

Plumbing of washing machine/dishwasher.

Travelling expenses. (subject to previous agreement, an additional maximum of up to £1000 may be payable for those staff relocating from overseas).

## **6. STAGING OF PAYMENTS**

The scales of reimbursement are maximum levels and payments will only be made when copies of vouchers/supporting documentation, etc. are provided by employees showing the expenses incurred. It must be noted, however, that the reimbursement levels identified in Section 5 are maximum levels and even if the individual incurs expenses greater than the maximum levels, these will not be reimbursed.

The supporting evidence for payment is required to ensure that the Inland Revenue does not treat the payment as a taxable expense.

**RELOCATION EXPENSES AGREEMENT**

NAME OF APPLICANT \_\_\_\_\_ DEPT/TEAM: \_\_\_\_\_

DIRECTORATE: \_\_\_\_\_ POST APPOINTED TO: \_\_\_\_\_

DATE APPOINTED TO POST: \_\_\_\_\_ GRADE/SCALE: \_\_\_\_\_

SCALE OF REMOVAL REIMBURSEMENT APPLIED FOR: £ \_\_\_\_\_

CURRENT ACCOMMODATION:

Furnished rented	<input type="checkbox"/>
Unfurnished rented	<input type="checkbox"/>
Owner occupied	<input type="checkbox"/>

ADDRESS OF NEW ACCOMMODATION: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**APPROVAL OF REMOVAL EXPENSES**

Chief Accountable Officer: \_\_\_\_\_ DATE: \_\_\_\_\_

Chief Finance Officer \_\_\_\_\_ DATE: \_\_\_\_\_

**DECLARATION**

I hereby declare that the information and cost that will be submitted to support this request are correct. If I leave the employment of Dudley CCG within 2 years of my appointment, I agree to repay the amount granted on a sliding scale as laid out in the Relocation Guidance

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

NAME {in capitals}: \_\_\_\_\_

cc. Personal File