

Appendix 1 – Recruitment Policy

1. Introduction and Scope

The successful recruitment and selection of quality staff is critically important to NEASUS. The aim is to recruit in a timely, fair and cost effective way, high calibre colleagues possessing the skills and values consistent with the objectives and values of the company.

This policy applies to all appointments within NEASUS and is done so to ensure that best practice recruitment and selection principles are adhered to and to ensure that any discriminatory barriers to employment and advancement are removed. The policy is reflective of all current employment legislation.

2. Scope

NEASUS values and respects the diversity of its employees and aims to recruit a workforce which represents the communities that it serves. NEASUS welcomes applications from all sections of the community and ensures that all applicants are treated fairly at every stage of the recruitment process. The company has a legal responsibility to ensure that no unlawful discrimination occurs to ensure that job applicants are not discriminated against on the grounds of their race, colour, nationality, ethnic or national origin, ethnicity, sex, gender reassignment, disability, age, religion and belief, sexual orientation, marriage and civil partnership, and pregnancy and maternity, as outlined within the Equality Act (2010).

The recruitment standards laid down in this policy assist managers in the provision of a systematic, robust, effective framework for recruitment and selection in a non-discriminatory manner.

NEASUS believes that the selection for a particular position is based on relevant qualifications, experience, behaviours and appropriate assessment of an individual's potential for future development.

3. Duties - Roles & Responsibilities

The following are the key individuals responsible for operating and monitoring the policy:

3.1 Appointing Managers

Appointing Managers must ensure that the recruitment process is managed wholly in accordance with the content of this policy, including appropriate constitution of the selection panel, effective management of the recruitment process, verification of the identify of candidates is carried out on commencement of the interview process and, ultimately, reaching an appointment decision.

It is the responsibility of the appointing managers and the Recruitment Team to agree the relevant timescales of the recruitment process prior to any vacancy being advertised.

Managers are encouraged to seek advice, guidance or assistance from the Recruitment Team at any stage during the recruitment and selection process. Recruitment / Human Resources representatives are able to participate in selection panels if required.

It is the responsibility of all Managers, in partnership with the NEAS Recruitment Business Partner and Recruitment Team, to ensure this policy is upheld at all times.

3.2 The Applicant

It is the responsibility of the applicant to ensure that they are honest throughout their application and the recruitment process and to treat all staff involved in the process with dignity and respect.

Should an applicant be found to have made a false declaration at any point during the recruitment process NEASUS reserves the right to withdraw them from the process (or if an applicant has been appointed, to terminate employment).

Internal applicants will only be permitted to apply providing:

- they are not subject to a live disciplinary sanction.
- they have achieved a minimum of 'met expectations' in their appraisal

4. Glossary of Terms

This policy uses the following terms:

Term	Description
Acting up	Acting up refers to a short period of time where an individual is covering work of a more highly paid post. Colleagues will normally be paid the full salary applicable to the post that they are Acting Up into unless the full range of duties are not being carried out, at which time the increase will be negotiated individually. Acting up periods will not normally last for any more than six months and will be subject to regular reviews
Conditional offer	A conditional offer is an offer of employment that is made to a successful candidate prior to and conditional upon the receipt of satisfactory employment checks. Conditional offers will not become firm offers until such time as we notify the candidate that they have satisfied our conditions.
HR01	The HR01 is the form by which vacancy requests are raised and approved internally.
Prior Consideration	Refers to the NEAS Prior Consideration process which supports individuals at risk of not having a role within the Group to receive priority.
Secondments	A secondment is the temporary transfer of an employee from one organisation, role or department to another for a period, usually to carry out a particular project.

5. Recruitment, Advertising, Selection

5.1 The Vacancy

When a vacancy arises managers should take time to review the duties and responsibilities of the post and consider whether there is a business need for the post. The following matters should be considered:

- Is it a new post or is it a like for like replacement for an outgoing employee?
- Is the job description accurate as it stands?
- The duties and the skills needed for now and the future
- The grade
- The hours or working pattern and whether the position can be worked flexibly
- Should the vacancy be made available on a permanent or fixed-term basis? (Guidance on

- fixed-term contracts is available from the People and Development Department)
- Could the role be recruited using an apprenticeship? If so, discussions required with the NEAS Training department?

5.2 Flexible Working

NEASUS' commitment to flexible working arrangements opens up career opportunities for individuals who may not be in a position to work full time. Careful consideration must be given to whether a particular post can be job shared or whether adjustments can be made to the role to accommodate those who have an Equality Act protected characteristic, worked on a reduced number of hours, or worked in a more agile or flexible working pattern.

5.3 HR01

An online Vacancy Requisition Form (HR01) with a job description and advert must be completed and authorised to the appropriate level before the post can be advertised.

The job description and person specification should be supplied in electronic format..

5.4 Shortlisting

The individual(s) responsible for shortlisting will be identified on the HR01 form, this however can be amended in the event their availability changes beyond control. This will either be the Hiring Manager or a nominated deputy. Both must have an in-depth knowledge of the role and the essential and desirable criteria.

The basis for short-listing applicants for assessment must relate clearly to the person specification of the role. All applicants who meet the essential criteria on the personal specification should be considered for interview.

It may however, be necessary to limit the number of short-listed candidates due to a high number of applications for a particular post and further shortlisting can take place based on the desirable criteria of the person specification.

Applicants qualifying for Prior Consideration at NEASUS will be shortlisted above any other internal or external candidates. Normally vacancies will have been ring-fenced for such candidates and not advertised, but in the event that a vacancy has been advertised and a prior consideration situation arises, the progression of other candidates will be placed on hold until those eligible for prior consideration have been considered for the vacancy. If interviews for a position have taken place it is likely to be too late for a role to be held for a colleague on the prior consideration list. If a NEAS colleague wishes to be considered for an opportunity at NEASUS they must be aware that they will join NEASUS on NEASUS terms and conditions.

Where a candidate does not meet all of the essential criteria they must not be progressed i.e. if a qualification is stipulated as essential in the job description / person specification the candidate may not be progressed if they do not possess this qualification.

If a candidate has not stipulated qualifications and / or grades, and the shortlisting manager is unable to confirm that they meet the essential qualification levels for the role to which they applied, assumptions cannot be made and the candidate will not be progressed past shortlisting stage.

Assessment materials should also be agreed at this stage and standardised materials must be used.

Where individual requests for feedback are made, the shortlisting panel will be responsible for providing any feedback for any candidate who has not been successful. These requests should be actioned within two weeks of receipt of the request wherever possible.

Successfully short listed candidates will be notified by the Recruitment Team and will be provided with information regarding assessment and interview details.

Late applications will not be accepted for positions, unless relevant authorisation is given from the appointing manager.

5.5 Agency Staff

Use of agency workers should be limited as much as possible. It is likely to be more cost effective to make use of fixed term contracts for workers required more than three months. All other options for resource should be considered prior to an agency being engaged. Temporary Workers supplied by an agency should follow the same recruitment checks as any other recruit. Agencies must only provide workers who have met the NEASUS employment check standards before they take up appointment.

5.6 Advertising

All vacancies will be advertised on the NHS Jobs website, or any other media available (additional costs may be incurred)

The hiring manager will be responsible for payment of any costs incurred. Where roles form part of a wider business restructure they will be considered in line with the Organisational Change Procedure. Those eligible for prior consideration will be notified of the roles. The roles will not be advertised in the usual way under this policy until those eligible for prior consideration have had the opportunity to be considered for the posts.

Adverts will usually close at midnight and should be advertised for a minimum 7 days.

Internal vacancies will initially be advertised solely within NEASUS, and are open to including bank workers, any agency staff and volunteers within NEASUS.

If a successful candidate for a post withdraws, or declines the offer, or an additional vacancy with the same contractual status becomes available the post can be offered to another candidate provided the interviews were held within the last six months.

5.7 Exceptions

NEASUS reserves the right not to advertise certain vacancies where there are NEASUS employees on the at-risk register or other Organisational processes requiring individuals to be re-deployed. NEASUS colleagues will take priority versus NEAS colleagues in the same situation.

5.8 Adverts

Job Adverts shall be developed by the appointing manager from the vacancy job description and person specification, reflecting the realistic requirements of the post with regard to skills, qualifications and experience and shall not include any unjustifiable requirements. The advert must be in keeping with the essential and desirable criteria for the role. Advice on the development on job adverts can be provided by the Recruitment Team.

5.9 Closing Dates

The closing date for applications will be considered in light of the potential talent pool available and nature of the role and volume of applications. This maybe seven days, two weeks or the post may be extended until a sufficient number of suitable applicants are received.

5.10 False Declarations

Where an applicant or an employee is subsequently discovered to have been dishonest on their application form about a matter which was material in the decision to offer them employment e.g. qualification levels, previous convictions, length of service, this will be viewed as a serious matter and offers of employment withdrawn and disciplinary action may be taken which may result in dismissal. This is also applicable in the event changes in an individual's circumstances occur whilst going through the recruitment process.

5.11 Selection Criteria

The aim of the selection process is to appoint the candidate who, in the opinion of the selection panel, is the candidate that has demonstrated that they are most able to perform the duties laid down in the job description by reference to the person specification and who exhibits the values.

Selection for posts will be based solely on objective criteria laid down in the person specification and the behaviours deemed to be applicable to the post. The hiring manager has the responsibility, in conjunction with the selection panel, to ensure the criteria being used is not indirectly discriminatory and that any measurement is undertaken objectively.

We aim to ensure that one person on the interview panel should have attended the training course on Recruitment and Selection.

Following shortlisting, the next stage of the selection process may include some form of assessment, other than interview or presentation. Standardised competency and values based interviews must be used under the guidance of the Recruitment Team.

5.12 Assessment Methods

Managers may use assessment methods such as situational judgement tests, literacy, numeracy or technical / clinical assessments as part of a first stage to filter candidates.

All candidates must be asked the same questions during their interviews. This is to ensure an objective method of measuring capability / behaviours / values and will produce an unbiased outcome. Guidance can be obtained from the Recruitment Team.

Where applicable, candidates will be entitled to receive feedback from the assessment process. This should be requested from the Recruitment Team. In normal circumstances this must be delivered by the hiring manager, preferably verbally, within a timely manner by the hiring manager.

5.13 Driving

Where driving a vehicle forms a significant part of the role a driving assessment may be required under test conditions.

5.14 Interview Panel

The hiring manager will normally chair the panel which must consist of at least one other panel member. Where a candidate is known to a panel member, the panel member / applicant must declare this at the 'invite to interview' stage and consideration should be given to the use of

alternative panel members. For internal recruitment, this may be unavoidable in certain circumstances but an impartial second panel member should be sought, possibly from outwith the department.

Where a candidate is related to a panel member, another panel member must be used for that specific assessment.

5.15 Adjustments

Prior to attendance at any assessment, applicants must inform NEASUS if they require any reasonable adjustments to be made to support them through the assessment process (including adjustments to the Assessment Method).

Wherever possible, adjustments must be made to the process. Where an adjustment would be deemed to be unreasonable, advice must be sought from HR.

5.16 Probationary Period

On entry to NEASUS employees will be subject to a 6 month probationary period.

5.18 Assessment Paperwork

Assessment paperwork will be completed by the hiring manager for each candidate and providing a record to show how the individual compared to assessment criteria.

Notes and outcomes of the recruitment and selection process must be returned to the Recruitment Team within 3 working days of the assessment.

Recruitment paperwork will be retained in line with the NEAS Records Retention Schedule.

The information collated during this process will be used to form the basis of feedback to candidates to demonstrate that the recruitment and selection panel have acted fairly and reasonably.

Interviewers should remember that candidates may request sight of interview notes made by the panel in line with the General Data Protection Regulations and so notes should be legible.

Interview, and other subsequent recruitment and selection expenses, will not normally be paid.

5.19 Conditional Offers of Employment

Following the completion of the interview process all candidates, both successful and unsuccessful, will be contacted by phone, wherever possible, within 3 working days by the hiring manager and will be informed on the outcome of the interviews and feedback for unsuccessful candidates arranged.

Candidates will be asked to share identification documents at this stage, in accordance with section 5.15.

5.20 Salary Justification

If the Appointing Manager wishes to make an appointment at a salary that is anything other than the bottom spine point of the band advertised, the Recruitment team should be made aware via an email from the NEASUS Managing Director stating approval.

Offers will be made on the salary and associated benefits stipulated in the advert and not the continuation of current or previous entitlements (i.e. unsocial hours, car allowance or 'on call' payments).

6 Employment Check Standards

The initial offer of position to all successful candidates, both internal and external, will be conditional and subject to the successful completion of all pre-employment checks, as detailed below.

- Verification and identity checks
- Right to work checks
- Professional registration and qualification checks if required
- Reference checks – Covering the previous two years to a maximum of two previous employers
- Occupational Health checks (see Occupational Health policy)

Driving license checks will also be carried out where appropriate.

The contract of employment should be signed and returned by the successful candidate. If not returned NEASUS will assume all parties are in agreement of the terms and conditions of employment/engagement.

7 Unsatisfactory Pre-Employment Checks

NEASUS reserves the right to withdraw an offer of employment where all, or some, of the employment checks have not been received to a satisfactory standard. It is desirable that all checks are complete prior to a colleague commencing employment, this should only take place after discussion the Recruitment Business Partner.

Any decision to withdraw an offer of employment must be done under guidance of the Strategic HR and OD Business Partner and the Recruitment Business Partner. There is no recourse to appeal.

8 Training Required for Compliance with this Policy

Ordinarily, at least one panel member must be trained in interviewing and Equality and Diversity principles. From time to time, it may not be possible for an individual to demonstrate that training requirements have been satisfied (for example if they are new to the organisation and have yet to undertake training).

An exemption will only be made where the Recruitment Business Partner is satisfied that the individual has significant previous experience in interviewing and understands best practice and the principles of the Equality Act 2010.

Individuals who are not trained in interviewing and Equality and Diversity principles may be asked to attend an interviewing panel to observe and take notes for the purposes of training and development.