

Title:	Recruitment & Selection Policy		
Author(s)	Catherine Shannon, Senior Human Resources Manager		
Ownership:	Damian McAlister Director of HR and OD		
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Key words	Recruitment and selection, Recruiting Managers, Recruitment Service, Value based recruitment (VBR)		
Links to other policies	The aim of this policy is to provide guidance to all staff involved in the recruitment and selection process and should be read and used in conjunction with the Trust's Equal Opportunities Policy, Waiting List Policy, Policy on the Employment of People with Disabilities, Framework on the Management of Staff Affected by Organisational Change and the Safer Recruitment and Employment Practices Guidance and associated policies.		

Date	Version	Author	Comments
10/8/09	0.1	G McKibbin	Initial Draft
30/12/09	0.2	G McKibbin	Amended following consultation
21/1/10	0.3	G McKibbin	Amended to include reference to ISA changes being introduced (page 18)
28/1/10	0.4	G McKibbin	Amended in section one to include a paragraph stating that managers should consider advertising the post with flexible working options – at request of WGPR group.
15/02/10	0.5	G McKibbin	Changes to section 2 and 3.
23/02/10	0.6	G McKibbin	Changes to appointment panel section under Category 1 and Category 3. Also, some formatting changes.
13/04/15	1.1	G McKibbin C Shannon	Changed to reflect the new policy template. Changes following amendments to the Consultant regulations.
30/08/15	1.2	C Shannon	Changes to reflect new Shared Services arrangements and HRPTS system. Changes to reflect Equality Requirements. Changes to include Values Based Recruitment. Procedures included as a separate document.

1.0 INTRODUCTION/PURPOSE

1.1 Background

This policy sets out standards that facilitate effective recruitment and selection, comply with employment legislation and best practice, and contribute to effective risk management. The Trust is committed to ensuring that the recruitment and selection of staff is conducted in a manner that is systematic, efficient and effective. The policy details the responsibilities and expectations of Recruiting Managers, the Trust Retained Recruitment Service and the Regional Recruitment Shared Service Centre.

This policy is supported by a Recruitment and Selection Procedure document and a HRPTS Recruitment Process document which provides detailed information on the end to end processing of recruitment and selection for the Belfast Trust.

1.2 Purpose

The Trust recognises its staff as being fundamental to its success. A strategic and professional approach to recruitment processes helps to enable the Trust to attract and appoint staff with the necessary skills, behaviours and attributes to fulfil its strategic aims and objectives. This will support the delivery of exceptional and appropriate levels of care to our patients and users. It is therefore important that the Trust recruits and selects the right number of people, with the right skills, attitudes and values at the right time.

The Trust believes in providing equity in its services, in treating people fairly with respect and dignity and in valuing diversity both as a provider of Health and Social Care and as an employer. The Recruitment and Selection Policy and Procedures support these principles.

The Trust also recognises that to attract, develop and retain high calibre staff, the diversity of the workforce must be respected and valued. Selection in all cases will be objective and based on merit and the individual's ability to perform the job at the required standard.

The Trust is committed to ensure all appointments are made in accordance with this policy on the basis of merit.

The Trust will aim to ensure that no staff member or prospective staff member is discriminated against, either directly or indirectly, on grounds which ensure equality of opportunity regardless of:

- religious belief,
- political opinion,
- racial group,
- sexual orientation,
- age,
- marital/civil partnership status,
- gender including gender reassignment,

- disability
- those with or without dependants

This Recruitment and Selection Policy and associated Procedures will be fairly and consistently applied to all job applicants subject to the reasonable adjustment duty under the Disability Discrimination Act 1995 (as amended). Further information and guidance on this duty can be found in the Trust's Employment of Disabled Person's framework and associated reasonable adjustment guidelines.

2.0 SCOPE OF THE POLICY

This Policy applies to all appointments to the Trust including medical and dental staff.

The Trust believes that it is important to clarify the responsibilities and expectations of both Recruiting Managers, the Retained Recruitment Service and the Regional Recruitment Shared Service Centre at each stage of the recruitment and selection process. This will help to reduce ambiguity and ensure that the recruitment cycle is as short as possible.

3.0 VALUE BASED RECRUITMENT (VBR)

This Policy and the associated Procedures, aim to reinforce the Trust's Vision and Values as these are the underpinning principles of our organisation. Belfast Trust Values underpin everything we do – how we work with each other and deliver our service. Our values define the overall culture of our organisation and ultimately support our commitment to provide safe, effective, and compassionate and person centred care. Belfast Trust values describe the character of our Trust and our aspirations going forward, the aim is for staff to be familiar with the values, embed these values in everything we do and be committed to “living these values”.

The Trust values are:

- Treating everyone with respect and dignity
- Displaying openness and trust
- Being leading edge
- Maximising learning and development
- Being accountable

The Trust is committed to Value Based Recruitment for all posts, to ensure we attract and select employees whose personal values and behaviours align with the values of the Trust, to support effective team working and deliver excellent patient care and experience.

4.0 ROLES AND RESPONSIBILITIES

4.1 Responsibilities of line managers

- Recruitment is an integral part of every manager's job. Prime responsibility for selecting candidates of the right calibre rests with the line manager, who must set the required standards of qualifications, skills and experience.

- To review the need for a post when it becomes vacant, taking into account factors such as changing service needs.
- Review the job description and person specification. Where it has not been possible to recruit to a post advice should be sought from Retained Recruitment Service before a post is readvertised.
- To ensure they adhere to the principles of the Trust's Recruitment and Selection Policy and Procedure and other relevant policies.
- To comply with the timelines contained in the procedure.
- To ensure new staff members receive corporate and local induction in accordance with agreed Trust Key Performance Indicators.

4.2 Responsibilities of Retained Recruitment Service - Human Resources

- To provide advice on best practice in recruitment and selection techniques e.g. how to ensure Value Based Recruitment is adopted or how to attract and select suitable candidates particularly in skill shortage areas, taking account of any relevant employment legislation.
- To provide training and advice at each stage of the process, for example, preparation of job description and person specification, advertisement, short listing and selecting etc.
- To comply with the timelines contained in the Procedure.
- To monitor the delivery of KPI's and recruitment activity processed by the Recruitment Shared Service Centre

4.3 Responsibilities of Regional Recruitment Shared Service Centre

- To ensure compliance against the agreed KPI's and Operating Principles for the management of recruitment transactional activity
- To report on all stages of recruitment activity to the Trust Senior HR Management Team
- To ensure adherence to the Trust Service Level agreement

5.0 KEY POLICY PRINCIPLES

See attached booklet

6.0 IMPLEMENTATION OF POLICY

6.1 Dissemination

Policy will be made available on the Trust intranet and distributed accordingly

6.2 Resources

Recruitment and selection training sessions for managers including Value Based Recruitment and training on the automated processes for recruitment via HRPTS.

6.3 Exceptions

This policy applies to all applicants.

7.0 MONITORING

Monitored on review or any new guidance

8.0 EVIDENCE BASE / REFERENCES

This policy complies with legislative requirements and good practice

9.0 CONSULTATION PROCESS

Internally the policy was forwarded to Trust Senior HR Managers for comments. The policy has also been approved by the Workforce Policy Sub-Committee.

10.0 APPENDICES / ATTACHMENTS

Recruitment and Selection Procedures

11.0 EQUALITY STATEMENT

In line with duties under the equality legislation (Section 75 of the Northern Ireland Act 1998), Targeting Social Need Initiative, Disability discrimination and the Human Rights Act 1998, an initial screening exercise to ascertain if this policy should be subject to a full impact assessment has been carried out.

The outcome of the Equality screening for this policy is:

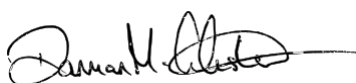
Major impact

Minor impact

No impact.

SIGNATORIES

(Policy – Guidance should be signed off by the author of the policy and the identified responsible director).



8 June 2016

Date: _____

Damian McAlister

Director Human Resources/Organisational Development



8 June 2016

Date: _____

Dr Michael McBride

Chief Executive

BHSCT RECRUITMENT AND SELECTION PROCEDURES

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1. SECTION A: PREPARATION

1.1. WHAT TO DO WHEN A VACANCY ARISES

A vacancy can arise in many different ways. It may be because:

- Someone leaves;
- There is a new post arising from a new initiative, increased service demands or a change in the skills mix required; or
- Workforce planning identifies a need for new staff following a service review.

No matter what the reason, when a vacancy arises line managers should consider the following questions before the final decision to recruit is taken:

- Is there a need to replace on a like for like basis or is there an opportunity to modernise services through new ways of working? (i.e. job share/part time etc.)
- Could some of the tasks be eliminated if the work was organised or delivered differently?
- Could the work be redistributed among remaining staff?
- Would a change of skill mix be more appropriate?
- Is there an opportunity to change working patterns to increase productivity?
- Is the post still correctly banded?
- How will any changes impact on existing staff?
- Is there identified funding?

When undertaking this review managers should take into account current any future planned changes within the service.

To help promote the Trust's commitment to promoting equality and to attracting and retaining highly skilled and experienced staff, managers should, prior to advertising the post, give consideration to flexible working arrangements to assist staff balance both home and work commitments and improving their working lives.

When a new post has been created or significant changes have been made to an existing post, the post must undergo a desktop evaluation to enable the post to be allocated an appropriate Agenda for Change pay band. Managers who require a desktop evaluation to be carried out must forward a job description and job specification to the Agenda for Change team in Human Resources. (This is not applicable to Medical and Dental or Senior Executive posts).

Following receipt of the above documentation the Agenda for Change Team will consider whether a desktop evaluation is required. If it is found that an evaluation is required a desktop evaluation of the post will be undertaken in partnership with the Trade Unions. The Manager will be advised on the banding determined by this process. If it is considered that recruitment is necessary following this review, the manager must complete an on-line requisition form using HRPTS e-Recruitment Manager Self Service (MSS). As part of this process managers will be required to submit an up to date job description and personnel specification.

1.2. CHECKS UNDERTAKEN PRIOR TO ADVERTISING

Once an automated requisition form has been initiated by the relevant manager on HRPTS e-recruitment, the form will be automatically workflowed for approval to the managers manager, then to the Service Director and finally to the Service Group Accountant. Once approved, the requisition will workflow to the Human Resources Redeployment Team prior to advertising any vacancy. The HR Redeployment Team will check to see if there is anyone within the Trust who requires redeployment as a result of organisational change, occupational health recommendation or any other reason which may arise.

If there is no-one available via redeployment the Recruitment Shared Service Centre or where applicable, the Retained Recruitment Service will then check the Trust's waiting lists to determine if there are any applicants who have recently applied for the same or similar post and have been placed on a waiting list¹. The Retained Recruitment Service/Recruitment Shared Service Centre will ensure that the applicant on the waiting list meets all of the essential criteria outlined in the job specification prior to offering a post. In addition the Retained Recruitment Service will check to see how the post was advertised to establish if it is appropriate to offer them the new post.

If there is no one available via a waiting list then the Recruitment Service/Recruitment Shared Service Centre (depending on the posts) will proceed to advertise the post.

1.3. APPOINTMENT PANELS

The Trust is committed to Value Based Recruitment (VBR) for all posts and all Panel Members must have undertaken the Trust's Recruitment and Selection Training and/or the Trust Value Based Recruitment Training before participating in the recruitment and selection process. Panel Members must also attend refresher training every three years.

The Trust will take all necessary steps to avoid allegations of nepotism. Accordingly, anyone directly involved in the selection process, either as a Panel Member or Assessor, who is related to one of the applicants, or could in any other way be compromised by sitting on a Panel, must disclose this fact to the Retained Recruitment Service/Recruitment Shared Service Centre. Following receipt of this information the Retained Recruitment Service/Recruitment Shared Service Centre and the Panel member will conclude whether or not they should continue to be involved in the selection process.

To support the Trust's aim to ensure fairness and equality, the Chairperson of the Interviewing Panel is responsible for ensuring that all Panels are appropriately balanced in terms of gender and community background. If the Chairperson is unsure if the proposed Panel is balanced they should contract the Employment Equality Section of Human Resources. Under Fair Employment Monitoring

¹ Further information on the Trust's management of waiting lists can be found in the "Policy on the Management of Recruitment and Selection Waiting Lists".

Regulations the team cannot provide information on the religion on individual members of staff but can however advise if the overall composition is appropriate.

The only exception to the above is when all the applicants for a post are the same gender (for example female), then it would be acceptable for all the Panel Members to be female as well.

In the case of regional recruitment exercises where selection panels are constituted from across Trusts, the employing authority of the selection panel Chairperson will be responsible for the collection of equality data and advice on the overall panel composition.

The following is an outline guide for Panel composition:

Category 1 (Chief Executive, Directors and other equivalent posts)

Category 1 appointments are made in accordance with The Health and Social Services Trusts (Membership and Procedures) Regulations (Northern Ireland) 1994.

Panels interviewing for the position of Chief Executive shall, as a minimum, comprise of the Trust's Chairperson and Non-Executive Directors of the Trust.

Panels interviewing for Executive Directors of the Trust shall, as a minimum, comprise of the Trust Chairperson, the Chief Executive and the Non-Executive Directors of the Trust.

In all other cases for Category 1 positions, Panels should normally include the Trust Chairperson, the Chief Executive and one Non-Executive Director from the Trust.

Panels for all Category 1 appointments should usually be chaired by the Trust's Chairperson and have an Assessor(s).

Category 2 (all others, except medical consultant posts)

Panels interviewing for Category 2 positions should have three officers on the Panel. These should normally be the line manager and two other members normally of a grade senior to that being appointed. In exceptional circumstances, for example where a panel member has taken ill and no alternative is available, panels may proceed with a two person panel. Approval to proceed with a two person panel must be obtained from the Retained Recruitment Service in advance in all cases.

The Panel will appoint a Chairperson who will be responsible for the efficient operation of the Appointments Panel.

In exceptional circumstances, where they are the most suitable and appropriate person to undertake the interview, one member of the Appointment Panel may be of a grade similar to that of the post being considered.

With the exception of Category 1 and Category 3 appointments, the Chairperson will decide as to the appropriateness of the use of Assessors for any given post. Assessors will normally be used whenever specialist knowledge is not available within the Trust.

The Trust will use its discretion to have other non-voting representatives on Appointments Panels as appropriate.

As a stage in the short-listing process, preliminary interviews may be used. In the case of preliminary interviews it will be normal for the Interviewing Panel to consist of two voting members. As stated above all such Panels must be balanced in terms of gender and community background.

For appointments, where the Trust has joined with other agency/organisation(s) a representative from that agency/organisation can be a voting member of the Appointments Panel as long as they confirm, in writing, that they have received appropriate recruitment and selection training.

The Trust is committed to ensuring an open and transparent recruitment and selection process and accordingly invites Service Users to sit on Interview Panels. These Panel Members can have the same voting rights as other Panel Members and must have undertaken the Trust's recruitment and selection training.

Category 3 (Consultant Panels - Medical)

Category 3 appointments are made in accordance with The Health and Social Service Appointment of Consultant (Northern Ireland) Regulations 1996 as amended by the Appointment of Consultant (Amendment Regulations (Northern Ireland) 2013 – Good Practice Guidelines.

The Advisory Appointments Committee (AAC) interviewing for the position of Consultant should consist of the following:

- A lay member (normally the Trust Chairman or another Non-Executive Director;
- Chief Executive or a Board Level Executive or Co-Director;;
- Consultant from the Speciality;
- Medical Director or a professionally qualified nominee;
- External Assessor;
- Nominee from the Faculty of Medicine from Queens University of Belfast (Relevant for posts that have either a significant teaching or research commitments or both).

The AAC will make a recommendation to the Trust Board which formally approves the appointment. The Trust Board may nominate sub-committee(s) with delegated authority. For this purpose the Trust Board has delegated authority to the AAC.

Role of Specialist Assessor

Where a Specialist Assessor is required their role is to advise as to which applicants are considered competent to perform the duties of the particular post. The Assessor should be external to the Trust. The use of assessors is particularly useful in terms of ensuring relevant expertise is available as well as providing an additional level of objectivity. In this regard assessors will:

- Participate fully in the interview but will have no voting rights (except in the case of Appointment Panels for Consultants);
- Have appropriate professional qualifications (where necessary) and knowledge of the post being interviewed for;
- Be in a position which is senior to the post being interviewed for. In exceptional circumstances the Assessor appointed may hold a grade equal to that of the post to be filled;
- Have received appropriate training in recruitment and selection practices, and be familiar with the Trust's recruitment and selection procedures.

Assessors cannot act as a referee for applicants and must therefore advise Panel Members where they are related to an applicant or have been requested to act as a referee for any applicant.

2. SECTION B A DECISION TO PROCEED WITH RECRUITMENT

2.1. ADVERTISING A VACANCY

Vacancies will be brought to the notice of prospective applicants by the means regarded as most appropriate by the Trust. Account shall be taken of Equal Opportunities affirmative action measures required to promote equality of opportunity and current legislation.

Advertising will be the responsibility of the Retained Recruitment Service who will forward all notices for advertisement to the Recruitment Shared Service Centre (depending on the post being advertised). Advertisements will specify the vacant post and provide instructions on how to apply. Adverts will also contain a closing date and time. Contact details for applicants requiring assistance or reasonable adjustments will also be provided.

In principle, all permanent vacancies which arise within the Trust will normally be advertised externally. Where a rationalisation of posts or services is involved, it may be necessary for posts to be competed for internally. Urgent temporary vacancies may, if appropriate and taking account of any Affirmative Action measures required, be advertised through the Department of Employment and Learning or recruitment agencies.

All responses to advertisements will be monitored by the Recruitment Service/Recruitment Shared Service Centre to enable the Trust to place advertisements in the most effective media and monitor equal opportunities.

The Rehabilitation of Offenders (Exceptions) Order (NI) 1979 provides inter alia that for the purposes of employment in the HPSS a conviction may never be regarded as spent. This is brought to the attention of all applicants. Applicants are advised that a conviction does not necessarily debar them from obtaining employment.

Some recruitment exercises attract high volumes of applicants. Where this is anticipated the recruiting manager can discuss and agree options with the Retained Recruitment Manager to ensure the number of applications shortlisted is manageable. The agreed mechanism will also be discussed with the relevant Trade Union representative/s. The process will be clearly noted in both the website and job advertisement, to ensure applicants are fully aware with clear guidelines in place to manage the process to ensure no impact on candidates.

2.2. APPLICATIONS

It is the Trusts policy to use online applications only and to communicate with applicants via email during the selection process. Application forms and further details on posts advertised can be obtained by accessing either the www.hscrecruit.com website or <http://v2.hscrecruit.com/>. Contact details will be provided in advertisements and on the website for applicants requiring advice or assistance. NB: Once the transition to the Recruitment Shared Service Centre is complete www.hscrecruit.com will be decommissioned

Applicants who have difficulties applying should refer to the Retained Recruitment Service/Recruitment Shared Service Centre for support and assistance. Further information can be found in the “Policy on the Employment of People with Disabilities” and advice/guidance on reasonable adjustments from the Trust Equality Team.

It will be the responsibility of the applicant to advise the Trust, on their application form, of any prior arrangements they have made regarding holidays. However, the Trust is under no obligation to consider holiday arrangements but will endeavour to do so.

Canvassing by applicants will mean automatic disqualification.

2.3. EQUAL OPPORTUNITIES MONITORING

All applicants are asked to complete an Equal Opportunities Monitoring Form. The purpose of monitoring is to enable the Trust to meet the statutory requirements as set out under the Fair Employment Legislation and to assess the extent to which equality of opportunity is being achieved. Where applicants fail to provide the community background information a residuary method of determination in line with the Fair Employment and Treatment (NI) Order 1998 will be applied.

Applicants completed Equal Opportunities Monitoring Form will not be available to the Selection Panel at any point and will only be used for the purposes outlined above.

The Trust is responsible for monitoring this information:

- To assess the fairness and effectiveness of recruitment and selection processes and if necessary to make recommendations for improvements;
- To develop appropriate positive action/affirmative action initiatives if necessary;
- To instigate a thorough examination of the reasons for any disparity, if any sign of adverse or indirect discrimination is detected.
- To meet the statutory requirements as set out under the Fair Employment Legislation.

3. SECTION C: SELECTION

3.1. PRE-SHORTLISTING

In the event of there being 2 or fewer applicants, and before the Panel see who the applicants are, the Panel may determine whether or not there has been a sufficient response.

If, taking account of information on the likely pool, it is deemed that there has not been a sufficient response the post will be re-advertised and the original applicants notified accordingly. These applications will be brought forward to the new file.

If following a second advertisement, there are no further applicants the Panel must proceed to consider the original applications in the normal way.

If a large number of applications are received, the Panel may decide to raise the minimum criteria at shortlisting stage. Criteria may only be raised by including criteria listed as desirable criteria in the job specification, and not by introducing new criteria. This decision must be taken before any of the application forms are viewed by the Panel Members.

To make the process of shortlisting more accessible to managers the Retained Recruitment Service/Recruitment Shared Service Centre will make all shortlisting packs available via the HRPTS e-shortlisting facility. This on-line facility enables managers to view all shortlisting documentation from their own PC and greatly assists both managers and the Retained Recruitment Service/Recruitment Shared Service Centre in the completion of this stage of the process.

3.2. SHORTLISTING RULES

The purpose of shortlisting is to assess each application to ensure all those reaching the next stage of the selection process meet the minimum essential requirements as set out in the Job Specification. However, in exceptional circumstances all candidates may be automatically shortlisted for the next stage of the process; this could be as the result of a testing exercise where the decision to shortlist is on a clearly defined basis of a pass and fail assessment. In the case of some nursing posts and some posts managed regionally, all applicants will be shortlisted. Candidates will be informed of this and advised if it is later found they cannot evidence how they met the criteria, as a later stage, then they will not be offered the post.

A Shortlisting Panel consists of the same voting members of the Interview Panel and will consider only the application forms which have been submitted in response to a planned recruitment exercise and within the stipulated deadlines. If an Assessor is to participate in the selection process, they should be asked to verify the decision of the Shortlisting Panel.

The criteria for shortlisting must be based on the essential criteria in the job specification and set and recorded prior to viewing application forms. When a Panel seeks to enhance the criteria it should be taken directly from the desirable

criteria. As stated above the decision to use the desirable criteria must be made prior to viewing any of the application forms.

The closing date for receipt of application forms will be the cut off point for any measurable criteria used for shortlisting. The Panel must consider and rigorously check equivalent qualifications provided in the application forms and where necessary seek advice from the Retained Recruitment Service/Recruitment Shared Service Centre. This is also applicable for medical posts with the exception of the CCT date (certificate of completion of training) date for those applying for Consultant posts - It is a legal requirement that applicants are on the Specialist Register of the GMC before they can work as a substantive Consultant, however, candidates can apply for posts 6 months in advance of the anticipated completion of training date. This criteria is assessed as 6 months from the interview date rather than the closing date

The Chairperson, in conjunction with the Retained Recruitment Service/Recruitment Shared Service Centre, will ensure that members of the Panel have access to the completed applications on the HRPTS e-recruitment system and that these are examined in light of the agreed criteria. Applicants can only be shortlisted based on the information they have provided in their application form.

Once all Panel Members have completed e-shortlisting on the HRPTS e-recruitment system the Chairperson will be responsible for undertaking consistency checking the outcomes prior to submitting the final shortlisting outcomes to the Retained Recruitment Service/Recruitment Shared Service Centre.

Any significant discussion or debate which the Panel have whilst agreeing the final shortlisting outcomes should be noted. Advice can be sought from the Retained Recruitment Service/Recruitment Shared Service Centre if necessary. Ultimately all Panel Members must be in agreement with the final shortlist of applicants.

Where it has not been previously decided, the Panel may then consider and agree the need for selection aids such as a seen/unseen presentation, typing test, aptitude test etc. These aids may be used as a further short-listing stage of the selection process or as an additional aid for the Interviewing Panel. Further information and guidance on the use of selection aids can be sought from the Retained Recruitment Service/Recruitment Shared Service Centre

Once shortlisting has been completed the HRPTS e-recruitment system will automatically notify all non-shortlisted applicants. The recruitment service will then notify the remaining applicants of the next stage in the recruitment process. If a large number of applicants have been received for a post the Panel may wish to arrange a two stage interview process to fairly identify the most suitable applicants for further assessment. As is the case for all Interview Panel's the first Interview Panel must be appropriately balanced in terms of both gender and community background. There must also be a minimum of two Panel Members involved.

Based on performance at interview the first Interview Panel will then decide who should be invited for a second interview and will notify the Retained Recruitment Service/Recruitment Shared Service Centre. The Retained Recruitment Service/Recruitment Shared Service Centre will then arrange final interviews in conjunction with the Chairperson of the Panel.

3.3. VALUE BASED RECRUITMENT (VBR)

What is values based recruitment?

Values Based Recruitment (VBR) - seeking to recruit staff with values that fit with your organisation.

Within the Belfast Trust, VBR is an approach to help attract and select employees, whose personal values and behaviours align our values. This approach aims to ensure that the Trust has the right workforce, with the right skills, in the right numbers, with the right values, to support effective team working and deliver excellent patient care and experience.

Delivery of VBR in Belfast Trust

Values based recruitment can be delivered in a number of ways, for example through:

- Pre-screening assessments
- Values based interviewing techniques (role play, written responses to scenarios)
- Assessment center approaches, plus others.

Advice and guidance on the utilisation of VBR techniques, assessments or processes should be sought from the Retained Recruitment Service and will also be covered as part of the mandatory Value Based Recruitment training workshops for managers.

3.4. INTERVIEW PREPARATION

The Panel should meet prior to the interview date to prepare/confirm their value based interview questions, expected answers, scoring, pass mark and assessment method. Where appropriate Panel's may choose to use an assessment centre, presentation or testing to supplement the process. All selection and interview criteria and weightings used should derive clearly from the job description and job specification.

Where an applicant has a disability, which has been notified on the application form, the Retained Recruitment Service/Recruitment Shared Service Centre will make suitable arrangements to facilitate their attendance at an interview and/or a test. The Retained Recruitment Service/Recruitment Shared Service Centre will assess the testing methodology against the applicant's disability and will ensure all necessary reasonable adjustments are made. Advice and guidance may be sought from the Occupational Health Department and/or the Employment

Equality team as necessary. It is the responsibility of the applicant to notify the Retained Recruitment Service/Recruitment Shared Service Centre of the need for adjustments in the relevant section of the application form. Further details of reasonable adjustments can be found in the Trust's Guidance on Reasonable Adjustments.

It is the responsibility of the Panel to develop value based questions to be used at interview. All questions must be job-related and reflect the requirements/competencies/values detailed on the job description and specification. All applicants will be asked the same questions in a fair and consistent manner.

Panels should refer to the NHS Healthcare Leadership Model, which provides a single overarching framework for the leadership development of all staff in health and care, irrespective of discipline, role or function when developing interview questions. In addition Panel's should also refer to the Trust's Leadership and Management Strategy and the Trust values when preparing interview questions. Further advice and guidance on how to develop interview questions can be obtained by attending the Trust's recruitment and selection training course. Panels may also find it helpful to refer to the KSF Outline for the post when developing interview questions.

There is no rule about the number of questions an interviewer should ask, however, questions should cover all the areas to be assessed during the interview and must ultimately ensure that all elements of the essential criteria have been assessed, either at shortlisting or at interview.

It is critical that effective questions are asked at interview. Irrelevant or ambiguous questions will not generate the information needed to make a decision and the candidate will go away with a negative impression of the Trust.

Questions should not be asked about health, the effects of disability, marital status, children or other personal circumstances. The use of such questions is likely to constitute unlawful discrimination.

If a person has stated on their application form that they have a disability questions should not be asked about their disability but rather about whether any reasonable adjustments are required in order for them to perform the role. Further guidance can be found in the "Policy on the Employment of People with Disabilities".

Confidentiality must be observed at all times. Anyone who reveals interview questions to a candidate prior to interview will be subject to formal disciplinary action.

3.5. THE INTERVIEW

The aim of the interview is to collect the information required to assess how well the candidate meets the specific requirements of the job. A secondary aim is to give the candidate information about the job and the Trust.

All applicants should be measured against the Panel's agreed assessment method. The Panel, where appropriate, should also take into account the result(s) of any additional selection aids that have been used.

Each Panel Member must score each applicant independently and complete an interview assessment form for each applicant interviewed. This form will contain the questions asked by each Panel Member and a written record of the candidate's responses. These should include questions regarding issues arising from the application form.

It is the responsibility of the Chairperson of the Panel to ensure that some general questions, for example, regarding gaps of their application form, gaps in employment, inappropriate referees listed are raised during the interview. Any gaps in an employment record should be explored and explanations recorded. The interview assessment form provides Panels with guidance on what to cover during the opening of the interview. Further to Equality Commission Guidance, candidates should not be asked questions in relation to their health.

All candidates must be asked the same questions, however, any gaps or omissions in the application form should also be explored at interview as referred to in the above paragraph.

Candidates must be assessed on their answers to the interview questions and not on any outside knowledge the Panel may have of them or on any subjective basis (e.g. 'gut feelings' or internal views of other managers).

Following completion of all interviews the Panel will consider who should be offered the post, based on interview performance, and, if appropriate, who should be placed on a waiting list.

Interviewers can discuss large discrepancies between scores but care should be taken to ensure that a Panel Member is not coerced into changing their ratings. Where scores are changed a record should be kept of the reason for the change. Each Panel Member is equally accountable for the decision making process. Notes should be made about the discussions and process adopted and how the final decision was reached, so that information is available if a complaint or claim of unlawful discrimination is made.

The interview outcomes which record the decision of the Panel should then be completed on-line by the Chairperson. The Chairperson should arrange the return of all documentation, including each panel member's independent interview assessment forms, scoring methodology, printed application forms and any other handwritten notes relating to the selection process etc. to the Retained Recruitment Service/Recruitment Shared Service Centre for storage.

Where appropriate a reserve candidate, and/or those to be placed on a waiting list, will be recorded on the on-line interview outcome record. A reserve candidate is one who, in the event of the successful candidate not taking up post, would be automatically offered the post. Once the person has taken up post their reserve status becomes void.

3.6. NOTIFYING CANDIDATES

Following receipt of the interview outcomes from the Panel, the Retained Recruitment Service/Recruitment Shared Service Centre will communicate to all applicants, the outcome of their interview. If candidates were successful at interview their offer of employment will be conditional subject to certain pre-employment checks. Confirmed offers of employment will only be made once all pre-employment checks have been completed.

Emails to successful and unsuccessful candidates should normally be sent simultaneously, if appropriate.

Where a Chairperson wishes to inform applicants of the outcome of their interview, they must first obtain approval for this from the Retained Recruitment Service/Recruitment Shared Service Centre. In such cases, the Chairperson will be responsible for ensuring that all applicants are informed of their outcome at the same time. In the event that a post is not filled due care should be taken by the Chairperson to ensure that all interviewees have been informed of the outcome before a post is submitted for re-advertisement.

3.7. PRE-EMPLOYMENT CHECKS

The Trust is required under legislation and departmental guidance to conduct a range of pre-employment checks. These checks will not be used for short-listing or selection purposes and will only be made in respect of persons to whom we have made a conditional offer of appointment.

3.7.1. Verification of Identity

The Retained Recruitment Service/Recruitment Shared Service Centre verify an applicant's identity by requiring them to produce identification documents as detailed in Annex 1. A copy of an applicant's photographic identification documentation is retained on their personal file.

3.7.2. Access NI Check

Retained Recruitment Service/Recruitment Shared Service Centre will ensure that an AccessNI check is undertaken for all staff appointed into regulated posts. Further information on the definition of regulated activity, and the type of checks that can be undertaken, can be reviewed on the AccessNI website.

3.7.3. Professional Registration/Qualifications

The Retained Recruitment Service/Recruitment Shared Service Centre will carry out checks on professional registration and qualifications that are listed as essential criteria in the job specification.

A copy of the applicants qualification certificates and a print out from the professional bodies website will be retained on their personnel file.

Further details on professional registration can be found in the Registration Policy.

3.7.4. Alert List

The Regional Recruitment Shared Service Centre maintains an alert database which contains details of individuals whose performance or conduct may place patients or staff at serious risk.

The Retained Recruitment Service/Recruitment Shared Service Centre checks the alert letter database prior to forwarding a final offer to ensure that the applicant is not the subject of an alert.

3.7.5. References

All appointments are subject to two satisfactory references being received, with the exception of appointments to medical consultant posts which require three current satisfactory references, one of which must be from the applicant's most recent employer and be someone who has knowledge of the applicants work in a supervisory/managerial capacity, or if never employed, someone who knows them well enough to confirm the information which they have given. If the applicant was ever employed by the NHS or HPSS one of their references must be from a manager or supervisor where they were last employed. The Trust reserves the right to contact any of the previous employers on the application form.

The Retained Recruitment Service/Recruitment Shared Service Centre will obtain references using a standard pro-forma, and will require the Chairperson of the Panel to sign off all references prior to making an offer of employment. Referee reports will normally only be requested for successful applicants.

It is preferred that referees are not normally a member of the applicant's Interviewing Panel. The only exception is where the Panel Member is the only individual in a position to comment on the applicants current work.

Assessors are prohibited from providing applicant references as the purpose of the assessor is to provide independent professional advice.

References should only be considered after the assessment process has been completed and the Panel has come to a decision regarding the successful applicant(s). References should not be used by Interview Panels as a means of deciding between two or more candidates, as to who is appointed. This would allow subjective information from someone who is outside the selection process, to influence the final decision.

3.7.6. Pre-employment Health Assessment

All successful applicants are required to undertaken a pre-employment health assessment prior to taking up employment.

However, if the applicant is a current employee of the Trust and the Chairperson of the Panel confirms that there is no change of risk between their current job and the one that they have applied for, then a pre-employment health assessment may not be required. If the Chairperson is unable to determine if there is no change to risk then a health assessment should be requested.

3.7.7. Work Permit / Visa

If an applicant is not a British Citizen or a citizen of one of the EEA countries then they will require a certificate of sponsorship prior to taking up employment. There are however certain exceptions including:

- An EEA National;
- A Swiss National;
- A family member of an EEA or Swiss National who is in the UK exercising their treaty rights or a family member of an EEA or Swiss National who intends to join them in, or is travelling with them to the UK;
- A Citizen of Gibraltar;
- A Common Wealth Citizen with permission to stay in the UK.

Further information on applying on work permits can be found in the Trust's Work Permit Policy. Where a work permit is required the Recruitment Team will keep the manager fully updated on the current status of the work permit application request.

3.8. REQUESTS FOR FEEDBACK/INFORMATION

Verbal feedback will, where possible, be made available to applicants following request. Feedback should normally be provided by the Chairperson and another member of the Panel.

The purpose of feedback is for developmental reasons. Therefore all feedback should be constructive and focus specifically on the interview performance of the particular candidate. It should cover what went well and what they could do to improve. Information regarding other candidates' results or performance must be kept strictly confidential and not divulged to the candidate. Comparisons between candidates must not be made.

Under the Data Protection Act, applicants may request access to personal data which relates to them. Where candidates request access to such records then a fee of £10 may be charged to cover the administrative costs of such requests.

3.9. COMPLAINTS

The Trust is committed to ensuring the recruitment and selection of staff who are best able to perform the job. As part of that commitment, the Trust makes every possible effort to take all reasonable steps to ensure that the best practice outlined in this policy is achieved and maintained in all circumstances. However should an applicant have a complaint about the process followed then they should forward the details of their complaint to the Human Resources Manager (for Medical and Dental Posts) or the Recruitment Shared Service Manager (for all other posts). The Human Resources Manager/ Recruitment Shared Service Manager will forward the applicant an acknowledgement of their complaint within three working days detailing who is handling the complaint and when they can expect a reply. If required, arrangements will be made for the Recruitment Team and/or the Chairperson of the Panel to meet with the complainant regarding the nature of their complaint. The complaint will be investigated and responded to fully within 20 working days by the Retained Recruitment Team/Recruitment

Shared Service Team. Where the complainant has a disability the response will, on request, be communicated in an appropriate format. If it is not possible to respond within this timescale the Human Resources Manager will provide the complainant with a written explanation for the delay and details of when a response can be expected.

3.10. APPEALS

If the complainant is dissatisfied with the response provided by Human Resources Manager/Recruitment Shared Service Manager, they can appeal to the Senior Human Resources Manager. The complaint will be investigated and responded to within 20 working days. The decision of the Senior Human Resources Manager is final.

3.11. RECORD RETENTION

Decisions of Appointment Panels will be systematically recorded. As required by the Trust's Record Retention Disposal Schedule the Trust/Recruitment Shared Service Centre will retain, for five years all recruitment documentation relating to medical and dental consultant appointments and three years for all other appointments.

As all records relating to a recruitment exercise are discoverable documents all Panel members must give due record to the proper and professional recording of information.

3.12. FALSE DECLARATION

If it comes to light during the recruitment process that an applicant has provided false information, or has left out important information, on their application form then the Trust may disqualify the applicant from the selection process.