group policies and procedures

# recruitment and selection

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| Category |  HR |
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**Related policies and guidance**

1.

**Document revision and approval history**

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|  | Aug 19 |  |  | Reviewed JL |
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# Aim

Castleman Healthcare Ltd is committed to ensuring that its recruitment process is fair, open and non-discriminatory, so that it selects appropriately qualified and experienced staff for new roles from both external and internal sources, and has a policy of developing existing staff to enable them to widen the scope of their roles, take on additional, more diverse duties, or change role completely. The Company is committed to providing a working environment and culture which treats all staff and potential employees fairly and equitably, irrespective of gender, marital status, race, colour, ethnic or national origin, nationality, including citizenship, disability, previous convictions (except those exempt under the Rehabilitation of Offenders Act 1974) age, religion, sexual orientation, politics, or official trade union activity. In the context of recruitment and selection, this means fair recruitment and selection of people according to their ability to do the job.

The Company ensures that its recruitment process always follows the principles and ethos of the Equality Act 2010.

Effective recruitment and selection is crucial to the continued success and progress of the Practice. This means finding people with the necessary skills, expertise and qualifications to deliver the Company’s objectives.

The following key principles set out Castleman Healthcare Ltd.’s approach to recruitment:

1. A continued commitment to equal opportunities in all recruitment and selection practices;
2. Implementation of working policies which allow genuinely flexible ways of working which meet both the needs of the service, and those of the employee;
3. Encouragement of managers to be creative in filling posts;
4. Conducting a transparent, efficient recruitment process, built on current thinking and best practice, which always aims to take on people of the highest possible calibre and get them into post in the shortest possible time;
5. Compliance with all statutory and regulatory requirements.

Castleman Healthcare Ltd will ensure the following in all its recruitment and selection practices:

1. Staff members are dealt with fairly and consistently in accordance with agreed policies and procedures for recruitment and selection.
2. Staff members who are part of the interview panel are trained in the Practice’s recruitment and selection policies and procedures.

Castleman also helps administrate roles for the Primary Care Networks it supports, namely Crane Valley, Network Poole North and Wimborne & Ferndown. The principles laid out in this document apply to the recruitment for all network roles.

# 2. DEFINITIONS

The key pieces of legislation that underpin the recruitment and selection process, in relation to equal opportunities, are as follows:

1. Equal Pay Act, 1970 and 1984
2. The Sex Discrimination Acts 1970 and 1984
3. The Race Relations Act 1976
4. The Disability Discrimination Act 1995
5. The Rehabilitation of Offenders Act 1974 (Exceptions)(Amendment) Order 1986
6. The Police Act 1997
7. Employment Equality (Age) Regulations 2006

The above legal framework makes it unlawful for an employer to discriminate on the grounds of age, gender, marital status, race, ethnic or national origin, nationality, including citizenship, disability (unless justifiable) or previous convictions (except for posts exempt under the Rehabilitation of Offenders Act).

In addition to the above, the Company will also not discriminate either directly or indirectly, on the grounds of age, religion, sexual orientation, politics or official trade union activity, or any grounds that are not justifiable, at any stage of the recruitment and selection process or during employment.

**In Law, discrimination is categorised into three types:**

1. Direct Discrimination - occurs when an individual is treated less favourably than others who are in the same or not materially different circumstances.
2. Indirect Discrimination - takes place when a requirement or condition has a disproportionate effect and discriminates unfairly and unjustifiably between one group or an individual and another.
3. Victimisation – where an individual is made to experience any form of detriment as a result of a complaint about an incident of discrimination.

# 3. PROCESS

In order to achieve the goals of this policy, the Company will:

1. Ensure that managers regularly review the organisation of their department and the job responsibilities and roles of individuals within it
2. Ensure that managers consider the extent to which working patterns and the job description of all vacant posts can be usefully configured to ensure maximum flexibility to attract a wide range of applicants
3. Endeavour to reach traditionally under-represented groups and ensure that discrimination does not take place either at the recruitment and selection stage or during employment
4. Ensure that an applicant’s level of competence is matched to that particular job to enable them to carry out their role effectively
5. Ensure that newly appointed individuals receive a full induction into the Company and/or Network and appropriate levels of support during the first few months of their employment, and then on an ongoing basis
6. Endeavour to provide opportunities for appointed individuals to develop and mature in their roles in order to facilitate promotion prospects, enabling them to apply for higher level posts as and when vacancies arise
7. Ensure that Recruitment Procedures are regularly updated in line with changes in legislation and best practice
8. Ensure that the administration of the recruitment and selection process are customer-sensitive and carried out to the highest professional standard.
9. Ensure that a full annual risk assessment is carried out on relevant roles for staff employed within the company structure ensuring that adherence with the DBS Guidelines are adhered to.
10. All DBS applications are to be completed before members of staff commence employment with the company and/or Network.

Agency/Temporary staff will be engaged ensuring compliance with checks that are required by law, those that are Department of Health policy and those that are required for access to the NHS Care Record

*Note: The Company reserves the right to amend this policy in the light of any future changes in legislation or business need.*

# RECRUITMENT AUTHORISATION

It is a requirement of all Castleman employees and attached staff to obtain the authorisation of the Clinical Director of each Network and/or the Castleman Board before commencement of all clinical or non-clinical roles for all positions.

All staffing requirements should be discussed with the Director of HR including:

1. Hospital/Treatment Centre/HO Function:
2. Job Title/Vacancy:
3. Consultant, fixed term contract or permanent recruitment?
4. Proposed salary:
5. Why do you need to recruit?
6. A full justification
7. Implications if approval is not given including alternative plans.
8. Who is funding this (i.e. Castleman, ICPCS, NHSE etc.)
9. Proposed Job Description
10. Service need

# Appendix 1 – PERSON SPECIFICATION

|  |  |  |
| --- | --- | --- |
|  | Essential | Desirable |
| Education/QualificationsWhat equivalent education level is required?What particular subjects?Which professional qualifications, at what level?What specific training? |  |  |
| Work ExperienceKnowledge of………………………………..Understanding of……………………………Experience in………………………………..e.g. What type of experience is required? At what level? Justify any period of time required. |  |  |
| Skills Knowledge AptitudeWhat level of general intelligence is required?What special aptitudes (verbal, numeric, mechanical, spatial, clerical)?What particular skill or knowledge is needed (include typing, driving etc.)?Is a language required?Include things like team player, interpersonal skills, sensitivity to others etc.General reasoning ability |  |  |
| MotivationWhat level and type of motivation is required?What personal qualities are required? (E.g. reliability, stability, discretion/diplomacy, leadership, impartiality of judgment)Is persuasiveness required? Self-reliance? Flexibility?To what kind of people must be the jobholder be acceptable?How much ambition is catered for?What interest does the job require and/or satisfy? |  |  |
| Personal and Physical RequirementsWhat kinds of pressures have to be withstood?Could a disabled person do the job?What specific health constraints/dangers apply? |  |  |
| OtherDoes the job require a flexible approach to working? (E.g. call out, drivers, shift patterns, job share, teleworking etc.) |  |  |

# Appendix 2 - JOB DESCRIPTION

Job Title: Date:

Job Holder:

Main Purpose of Job – Brief description of the primary role that this position covers

Position in Organisation

State job title of line manager:

State which staff will report to job holder:

Limits of Authority - Resources: staff, equipment, budget, areas for which the post holder is responsible

Key Tasks/Scope of Job: Summary of the job objective/outcomes

1.

2.

3.

4.

5.

Duties and responsibilities: A concise summary of the main duties and responsibilities

1.

2.

3.

X responsible for adhering to the Company’s Infection Control Policies

X Responsible for adhering to the Company’s Risk Management Policies

X Responsible for adhering to the Company’s policies on confidentiality and information security whether in paper form or electronic

All job holders are required to act with data protection and information security in mind. If you are ever in any doubt, please ask your line manager before disclosing data to anyone for any reason. Castleman Healthcare Ltd reserves the right to vary these from time to time or require the job holder to undertake additional duties within their general scope of qualification, skills and experience.

Signed: (Job holder) Date:

Signed: (line manager) Date:

# Appendix 3 – CANDIDATE PRE-SELECTION FORM

|  |  |
| --- | --- |
| Job Title | Proposed Interview Dates |
| Department: | Authority to Recruit: Yes/No |

*Tick Box when criteria satisfied*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| CANDIDATES | Education/Qualifications | Work Experience | Skills/Knowledge/Aptitude | Motivation | Physical/Other |
| Essential | Desirable | Essential | Desirable | Essential | Desirable | Essential | Desirable | Essential | Desirable |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |

|  |  |
| --- | --- |
| CANDIDATE NAME | INTERVIEW/REJECT BECAUSE |
|  |  |
|  |  |
|  |  |

# Appendix 4 – INTERVIEW ASSESSMENT NOTES

Name: Job Title:

Interviewed by: Date:

PERSONALITY – acceptability/co-operative/stability/leadership/responsibility/demeanour/manner

WORK EXPERIENCE/ATTAINMENTS – type/length/level/depth/quality

SKILLS/KNOWLEDGE/APTITUDE – organisational/interpersonal/professional/IT/verbal/numeric

MOTIVATION/AMBITIOUS – general energy/interest/ambition/enthusiasm/alertness/attitude

HEALTH/PHYSICAL – ability to do job in relation to requirements/sickness record/stress tolerance

CIRCUMSTANCES IN RELATION TO THIS JOB – ability to do overtime/shift pattern/call out/weekends if required

OTHER RELEVANT OBSERVATIONS

Please complete with due regard to the requirements of the job

|  |  |  |  |
| --- | --- | --- | --- |
| SUMMARY(please circle) | Good | Adequate | Poor |
| ACTION | OFFER (see offer authorization) | HOLD (give reasons) | REJECT (give reasons |

# Appendix 5

LIST A: Documents which provide an ongoing excuse

1. A passport showing the holder is a British citizen or a citizen of the UK and Colonies having the right of abode in the United Kingdom.
2. A passport or national identity card showing the holder is a national of the European Economic Area or Switzerland.
3. A residence permit, registration certificate or document certifying or indicating permanent residence issued by the Home Office or the Border and Immigration Agency to a national of a European Economic Area country or Switzerland.
4. A permanent residence card issued by the Home Office or the Border and Immigration Agency to the family member of a national of a European Area country or Switzerland.
5. A Biometric Immigration document issued by the Border and Immigration Agency to the holder which indicates that the holder is allowed to stay indefinitely or has no time limit on their stay in the UK.
6. A passport or other travel document endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely, has the right of abode or has no time limit on their stay in the UK.
7. An Immigration Status document issued by the Home Office or the Border and Immigration Agency to the holder with an endorsement indicating the holder is allowed to stay indefinitely or has no time limit on their stay in the United Kingdom when produced in combination with an official document giving the holder's permanent National Insurance Number and their name issued by a Government agency or a previous employer (e.g. P45/P60, National Insurance Card).
8. A full Birth Certificate issued in the UK which includes the name(s) of at least one of the holder's parents, when produced in combination with an official document giving the holder's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
9. A full Adoption Certificate issued in the UK which includes the name(s) of at least one of the holder's adoptive parents when produced in combination with an official document giving the holder's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
10. A Birth Certificate issued in the Channel Islands, the Isle of Man or Ireland when produced in combination with an official document giving the holder's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
11. An Adoption Certificate issued in the Channel Islands, the Isle of Man or Ireland when produced in combination with an official document giving the holder's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
12. A Certificate of Registration or naturalisation as a British citizen when produced in combination with an official document giving the holder's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
13. A letter issued by the Home Office or the Border and Immigration Agency to the holder which indicates that the holder is allowed to stay indefinitely in the UK when produced in combination with an official document giving the holder's permanent National Insurance Number and their name issued by a Government agency or a previous employer.

**LIST B – Documents which provide an excuse for up to 12 months**

1. A work permit or other approval to take employment issued by the Home Office or the Border and Immigration Agency when produced in combination with either a passport or another travel document endorsed to show the holder is allowed to stay in the United Kingdom and do the work in question or a letter issued by the Home Office or the Border and Immigration Agency to the holder or the prospective employer confirming the same.
2. A passport or other travel document endorsed to show that the holder is allowed to stay in the United Kingdom and is allowed to do the type of work in question provided it does not require the issue of a work permit.
3. A Biometric Immigration document issued by the Border and Immigration Agency to the holder which indicates that the holder can stay in the United Kingdom and is allowed to do the work in question.
4. A Certificate of Application issued by the Home Office or the Border and Immigration Agency to or for a family member of a national of a European Economic Area country or Switzerland stating that the holder is permitted to take employment which is less than six months old when produced in combination with evidence of verification by the Border and Immigration Agency Employer Checking Service.
5. A residence card or document issued by the Home Office or the Border and Immigration Agency to a family member of a national of a European Economic Area country or Switzerland.
6. An Application Registration Card issued by the Home Office or the Border Immigration Agency stating that the holder is permitted to take employment when produced in combination with evidence of verification by the Border and Immigration Agency Employer Checking Service.
7. An Immigration Status document issued by the Home Office or the Border and Immigration Agency to the holder with an endorsement indicating that the person named in it can stay in the United Kingdom and is allowed to do the type of work in question when produced in combination with an official document giving the holder's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
8. A letter issued by the Home Office or the Border and Immigration Agency to the holder or the prospective employer which indicates that the person named in it can stay in the United Kingdom and is allowed to do the work in question when produced in combination with an official document giving the holder's permanent National Insurance Number and their name issued by a Government agency or a previous employer.

# Appendix 6 – RECRUITMENT PROCESS

Regret letters

**INTERVIEW/SELECTION**

SHORTLIST CANDIDATES

Resignation received/new position

– exit interview

Decision to recruit

Recruitment Authorisation

Vacancy still relevant

Review if poor response

Agree terms of employment

ADVERTISE - NB Internal Advert

RECEIVE RESPONSE

OFFER CONDITIONAL CONTRACT

RECRUITMENT REVIEW

Request

-Fitness Assessment

-Further references

- CRB Disclosure

- Immigration Checks

Induction/Probation

Programme

Pre-employment checks

Review/rewrite Person specification and job description