York Teaching Hospital
NHS Foundation Trust

Recruitment and Selection Policy

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Target audience:	All staff employed by York Teaching Hospital NHS Foundation Trust
Relevant Regulations and Standards	
Links to Organisational/Service Objectives, business plans or strategies	Resourcing and workforce planning

Executive Summary

This policy sets out the good practice recruitment principles that should be applied to all staff in order to efficiently recruit and retain the workforce.

This is a controlled document. Whilst this document may be printed, the electronic version is maintained on the Q-Pulse system under version and configuration control. Please consider the resource and environmental implications before printing this document.

Version History Log

This area should detail the version history for this document. It should detail the key elements of the changes to the versions.

Version	Date Approved	Version Author	Status & location	Details of significant changes
1	2008	Natalie McMillan	Horizon	
2	2010	Lydia Larcum	Horizon	• References – flexibility regarding offering a post where the second reference is proving difficult to obtain • Effective and Legal Recruitment and Selection training or equivalent compulsory for those involved in recruitment • The use of generic job descriptions must be considered, if appropriate • Inclusion of guidance on interview expenses Inclusion of local induction guidance
3	2013	Will Thornton	Staff Room	• Updated to include revised guidance stemming from the introduction of Equality Act 2010 (e.g. in relation to employment checks). • Updated guidance around pre-employment checks, including making conditional offers before reference checks are completed. • Reference to conditional offers being expanded to include probationary periods

				for agenda for change staff. • Inclusion of notice that the Recruitment Team can mandate their attendance on an interview panel if they have a concern that a recruitment process may place the Trust at risk. • New direction around the appointments process for senior, generic and entry level positions within the Trust. • Guidance around the completion of stages of the recruitment process moved into a separate 'Additional Managers' Guidance' document. Removal of appendices with new direction that staff should consult the intranet for latest documentation and process.
4	3rd July 2018	Julie Southwell	Staff Room	It is not possible to detail all the changes, as the policy has been re-written
5	3rd December 2019	Julie Southwell	Staff Room	• Inclusion of Vacancy Control Flow Chart • Inclusion of Armed Forces section

Contents

Please note that this policy predominantly refers to Agenda for Change appointments. For information on Medical and Dental appointments please refer to the Medical Staffing Team by e mailing mso.york.nhs.uk

TRAC

Trac is the recruitment and on-boarding system used by the Trust. Please follow this link to access the full Trac User Guide [Trac: User guide]

Trac is designed to streamline our processes and shorten our overall time to recruit the right candidates. Trac is used for the complete recruitment process, from building your case to recruit at VC stage through to your new employee commencing their employment at the Trust.

1. Process flowchart

The Trust has a defined process for the recruitment of new staff into the organisation which is designed to safely and efficiently identify high calibre staff who are capable of delivering patient-centred care in our organisation. This process is set out in flowchart form below, separated into 4 stages of recruitment: preparation, advertising, shortlisting / interview and offer.

1.1 Preparation

Review Job Description (JD) & Person Specification (PS) to ensure it is still relevant – Section 6

Consider if Assessment Centre is required – Section 17

Consider if RRP is required – Section 12

Complete vacancy request on Trac – Section 7.

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CGM and FM approve the vacancy request and it is taken to Vacancy Control and Corporate Directors for consideration*

You will receive feedback via TRAC to confirm if your vacancy has been approved, declined, or if further information is required.

*Timescales around the Vacancy Control process are not included in this guidance as the days on which the panel (and subsequent Corporate Directors) meet are subject to change

1.2 Advertising

Once approved the vacancy is released for advertising.
Consider placing a cap on the number of applications if you know this is a post that will attract a number of applicants.
If your vacancy is to be filled by a generic campaign you will be notified of your new staff member following interview (See Section 10).

If the RM receives offline (paper) application form directly, it must be sent to the RT so it can be uploaded onto Trac

1.3 Shortlisting / Interview

When the advert has closed the RM will be contacted via TRAC and requested to shortlist

Short-listable candidates. Record on TRAC.

No short-listable candidates – Record on TRAC and contact RT to discuss

Build the interview schedule on TRAC so the RT can invite candidates to interview. Include dates, time slots and venue (bear in mind accessibility), along with any instructions about locating the venue, any tests that will take place etc

Candidates to interview, i.e. candidates have booked an interview slot

Interviews / Assessment centre / selection exercises take place

No candidates to interview

Contact RT to review advertising strategy as required.

Panel score candidates against their criteria and keep detailed notes on questions asked and answers provided. On completion of interviews, RM makes selection decision with panel. If there is any doubt over preferred candidate's right to work in the UK or any other concern, contact RT.

Appointable candidate(s) – see below

If no appointable candidates, contact RT before returning to preparation/advertising as required.

1.4 Offer

Conditional offer is made. Pre-employment checks commence

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Pre-employment checks are completed

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Unconditional offer is made, start date is confirmed, contract is sent and new staff member commences in post.

Most recruitment starts when you are notified of a member of staff leaving. Please ensure that you implement the Leavers Procedure in all cases. The link to the Leavers Procedure is here Leavers Procedure

2. Introduction & Scope

Recruiting the right person for each post is vital for the smooth running of every team. The Trust depends on its managers to attract, select and retain the best possible staff to ensure the consistent provision of high quality patient-centred care. With so many different organisations competing for employees, the Trust must present a positive and professional image at all times. Managers must also ensure that they act in a fair, open and accountable way, adhering to current legislation and the Trust policy on Recruitment, Selection and Retention.

In addition to this policy, the Trust offers a training module on Recruitment & Selection which can be accessed on Learning Hub by searching Find Courses / Courses / Human Resources / Your Selection – An Introduction to Recruitment & Selection in the Trust. Once you have completed the on-line e learning modules you will be able to book onto a face-to-face session delivered by the Recruitment Team. As a minimum each campaign must involve at least 1 person who has fully completed this training. The appointing manager for the vacancy is accountable for ensuring this happens.

It is strongly recommended that individuals consult the document templates and guidance on the Recruitment pages on Staff Room as procedures and employment law can change on a regular basis and it is crucial that practices remain up to date. If you have any comments or questions about this policy, please contact the Recruitment Team on 01904 721631 (7721631) or 01723 385247 (7715247)

3. Definitions / Abbreviations used in the policy

Recruitment	the process of attracting and choosing candidates for employment
Recruiting Manager (RM)	the person whose responsibility it is to complete recruitment to a vacancy
Recruitment Team (RT)	the team responsible for supporting and advising on all recruitment activity at the Trust. Follow this link to see details of your Recruitment Team contact. Meet the Team
Vacancy Control (VC) & Corporate Directors (CD):	The Trust's corporate process for authorising recruitment to a vacancy
Equality Act	the legislation which provides applicants with protection from discrimination throughout the recruitment process
HR Advisors (HRAs)	Your contact in the HR department who will work closely with you on any recruitment issues to deliver a Care Group centred HR service and escalate issues as required to an HRBP.
Care Group Workforce Leads (CGWL)	Your senior contact in the HR department who each have a designated portfolio of Care Groups.

4. Policy Statement

The Trust recognises its staff as being fundamental to its success. A strategic and professional approach to recruitment processes helps enable the Trust to attract and appoint staff with the necessary skills, attributes and values to fulfil its strategic aims, and support the well-being of our patients. The Trust is committed to ensuring that the recruitment and selection of staff is conducted in a manner that is systematic, efficient and promotes equality of opportunity. This policy aims to help the RM, and others involved in the recruitment process, to understand the process with the aim of ensuring that each recruitment campaign is as effective as possible. Beyond this document, professional advice and support is available at all stages of the recruitment process from the RT.

5. Values Based Recruitment

The Trust adopts the principle of Values-Based Recruitment. VBR is the approach whereby candidates' suitability for a role is assessed by looking at the extent to which they share the values of our organisation. It places value on their motivations and drivers - in particular, their compassion, willingness to put the welfare of others above their own interests and personal accountability - and looks at how these are manifest in their behaviour. Its use prevents disproportionate emphasis being placed on qualifications and experience, both of which fail to take account of the importance an individual places on employment with the Trust, their ability to fit into a team, and most importantly of all, their determination to contribute to a service which delivers compassionate, patient-centred care. Making an appointment based on experience and knowledge alone gives little guarantee that the individual shares our values. (See Assessment Centres below)

6. Equality & Diversity

In line with the Equality Act 2010 the Trust will not unlawfully discriminate against any person on the basis of, or by association with: age, disability, gender reassignment, marriage/civil partnerships, pregnancy/maternity, race, national origin, religion/belief, sex, sexual orientation or any other factor which cannot be justified.

Line managers and those involved in recruitment and selection will adopt a fair approach at all times and one that does not unlawfully discriminate. Procedures are based on finding the best person for the job based on their skills, knowledge, experience, values, abilities and potential. Unlawful discrimination of any form will not be tolerated.

7. Job description & Person Specification

Appointments should not be made without an approved job description. The job description and person specification should be used to measure an applicant's suitability for a role. Ensure that you review the job description to confirm that is still meets the requirements of the role before you proceed to completing a VC form. If you require a new job description or significant changes are made to an existing job description this will need to be submitted to a Job matching panel for banding. Please link with your CGWL and complete the Pay Banding Submission. Follow this link to the Pay Banding Guidance Pay Banding Guidance

8. Vacancy Control

The Trust has a robust approach to financial approval to recruit to a vacancy. Please see attached Vacancy Control flow chart for current approval routes.

Vacancy control process flowchart upd

Following the required authorisation, posts will be considered at VC and if necessary escalated to CD. As any vacancy in the Trust is only recognised as such once it has been through the organisation's Vacancy Control process, no position can be filled by any means until approval has been received through this channel. Exceptions to this stance can only be approved by the CEO. The RT are not authorised to release any vacancy for advertising until full VC / CD process has been followed and documented. If your vacancy is approved by the Vacancy Control Panel / Corporate Directors the approval is only valid for a period of 3 months. If 3 months has elapsed and you have not successfully recruited to your vacancy you will need to resubmit your VC for new approval to be considered. Follow this link to see details on how to create a vacancy. Creating a vacancy request - Trac: User guide

Scoring criteria must be linked to the personal specification. Ensure that you include your advert wording, up to date JD/PS and OH matrix. **If these are not included this will cause delays in your advert going live following approval.**

At this stage it is good practice to think about an interview date, venue and panel. This is also the time to think about your interview questions. Ensure you diary time to shortlist to prevent delays after the advert closes. You will be contacted via Trac if more information is required for further consideration by VC / CD, or if the post has been declined.

9. Disability Confident Employer (Guaranteed Interview Scheme)

The Trust is a Disability Confident employer. All applicants with a disability, on informing the Trust (via the application process), will be guaranteed an interview provided they meet the minimum requirements of the role. The document below provides you with details about this.

Disability confident scheme.docx

We also support the principles of the 'Mindful Employer' Charter. Follow this link to this website Mindful Employer

10. Armed Forces Covenant

We are holders of the Silver Award from the Defence Employer Recognition Scheme, which is helping actively promote SaBRE - Supporting Britain's Reservists and Employers. This means that York Teaching Hospital NHS Foundation Trust has provided its statement of intent to support all Defence personnel and their families and we welcome their application to work for us. When shortlisting, any applicant who has identified themselves as a member of the armed forces community will have a medal symbol next to their name – see symbols in section 17. If these applicants meet your minimum criteria please shortlist without moving on to desirable criteria for them (in the same way you would for someone who had identified themselves as requesting consideration under the guaranteed interview scheme).

11. Access to Work & Reasonable Adjustments

Employers must make reasonable adjustments to make sure workers with disabilities, or physical or mental health conditions, are not substantially disadvantaged when doing their jobs. This applies to all workers, including trainees, apprentices, contract workers and business partners. The document below details what this means for the Trust and the potential employee.

Access to Work &
Reasonable Adjustme

12. Trust-wide recruitment

The Trust undertakes Trust-wide generic recruitment for various groups of staff, e.g. Staff Nurses, Pre-registered Staff Nurses, Health Care Assistants, Associate Practitioners and Trainee Nurse Associates. The campaigns are co-ordinated jointly by the RT and the Chief Nurse Team. Advertising, shortlisting, interviews and allocations are handled centrally. Where any recruitment campaign is designated generic by the organisation, all requests to recruit separately via a bespoke advertisement or Open Day must be authorised by the Chief Nurse Team and authorisation documented and e mailed to the RT.

13. Medical Recruitment & Joint Medical Appointments

Appointments to medical posts within the Trust are managed centrally by the Medical Staffing team, who co-ordinate the recruitment campaigns from end-to-end. Medical Staffing work with the North Yorkshire and East Coast Foundation School and the Yorkshire Deanery to recruit junior doctors in training (Foundation doctors and Specialty Training doctors). Any junior doctors in training staffing gaps that arise are recruited to via Medical Staffing, working with the relevant Consultants and/or managers within the department. Medical Staffing also co-ordinate the recruitment of all non-training medical posts including posts such as Specialty Doctors working at a junior doctor level, in addition to the recruitment of permanent senior medical posts, including Consultants. Selection procedures for Consultant posts at the Trust include attendance at an Assessment Centre in addition to interviews. Information on Joint Medical Appointments can be found here.

Joint Medical appointments.docx

14. Recruitment & Retention Premia (RRP)

Where the Trust experiences recruitment and/or retention problems in relation to a specific post or group of posts, it will consider a range of non-financial measures (see section 3.1 of the RRP policy) to try and find a solution. Where these measures are not effective because market pressures are particularly acute, a Recruitment and Retention Premia may be used to ensure that the Trust can attract and retain high quality staff. The decision to award a Recruitment and Retention Premia will always be taken with consideration for fairness and equality for staff, as well as its impact on Trust resources. There is an expectation that any manager seeking to apply for a Recruitment and Retention Premia will have been in dialogue with their HRBP and/or Recruitment contact about a recruitment and retention problem and will have tried different things to try and resolve the problem. Recruitment and Retention Premia Policy

15. Advertising

All adverts are placed by the RT to ensure compliance with current legislation. Please refer to the Advertising Guidance document below. You do not have to wait until your current staff member leaves the Trust before you start the process to replace them. The earlier you start the process the better chance you have of not having a long period of time with a vacant post.

Advertising Guidance.docx

There are occasions when it may be appropriate to advertise your vacancy using Social Media and we have a range of advertising packages available. This is only applicable to bespoke adverts so please ensure that your post is not part of a generic recruitment campaign co-ordinated by the Chief Nurse Team before you proceed.

Advertising
Packages.docx

If you feel your vacancy may be suitable to be filled via Expressions of Interest please discuss this in the first instance with the RT and your CGWL.

All posts are advertised on Trac and on the NHS Jobs website. Trac can be accessed internally via Staff Room or externally via the York Hospital website. Vacancies also appear on Indeed and Find a Job. Closing dates are by default two weeks after the advertising release date, but this can be altered on a case by case basis if a high volume of applications is anticipated, and we reserve the right to close the advert early if we receive sufficient applications.

If external (paid-for) advertising is required, e.g. in a specialist journal, Corporate Director approval is required

16. Application Process

Those individuals who are interested in being considered for a vacancy at the Trust should complete the Trust's application form via Trac or NHS Jobs. Where an applicant cannot use a computer, or does not have access to one, an application in an alternative format can be provided. Please speak to the RT for more details.

17. Informal Visits

Pre-interview visits can be offered at the discretion of the RM. They should not be used to ask questions of candidates for consideration towards a selection decision, and candidates must not be penalised for non-attendance unless the visit forms a mandatory component of the recruitment process. Where a department wishes to mandate pre-interview visits for candidates, the RT should be contacted for advice prior to advertising.

18. Shortlisting

Shortlisting should be carried out within 5 working days of a vacancy closing. When short-listing is not completed efficiently the best-calibre candidates are likely to have been attracted elsewhere by the time that you complete the process. Shortlisting should be done in line with the requirements on your person specification. For applicants who apply under the Disability Confident Employer Scheme please refer to the Disability Confident Employer in Section 8.

There are a number of symbols you need to be aware of when shortlisting. Please refer to the document below and ask for advice from the RT if required.

Symbols and short-listing.docx

The day after the advert closes, RT give the shortlisters named on the vacancy access to applications on Trac to commence the short listing process. The shortlisters will receive an e mail via Trac asking them to commence the short-listing process. If no applications have been received RT and RM discuss new advertising strategy as required.

Shortlisters evaluate candidates on Trac using the scoring criteria built at vacancy request stage. Short-listing must be done objectively, and should involve a minimum of 2 people. At this stage applicants remain anonymous. Candidates applying under 'Disability Confident Employer' scheme who meet the essential criteria <u>must</u> be short-listed. (see Section 8). Once scored the Lead Shortlister marks each candidate as 'shortlist' / 'reserve' / 'reject '. Follow this link to access the Rapid Shortlisting Guidance Rapid shortlisting - Trac: User guide

Remember to click 'short listing complete'. On completion of this process the short listed candidates' names will be visible.

19. Assessment Centres & Selection Tests

Assessment Centres

An Assessment Centre (AC) is mandatory for all Medical Consultant posts. (The Medical Staffing Team will co-ordinate ACs for Medical and Dental posts with the support of the RT). It is good practice to have an AC for all Band 8a Agenda for Change posts and above, but these can be considered on a case by case basis. Please liaise with the RT for advice. ACs can also be considered for lower Bands, especially if the post has a significant managerial/leadership dimension. An AC for posts below a Band 8a need to facilitated by the individual Directorates, however the RT are happy to offer advice. As an organisation we believe that the behaviours and attitudes of a person are just as important as their skills, experience and knowledge. ACs are therefore a valuable recruitment tool as they allow candidates to demonstrate behavioural skills which can be difficult to capture at interview alone. Our

Assessment Centres are specifically designed to look for behaviours which are congruent with our values. They comprise a range of exercises and the mandated ACs are co-ordinated by the RT, in collaboration with trained assessors from within the Trust. During the AC candidates will typically undertake two separate exercises to test them on the behaviours and strengths needed to perform the role. AC can be used to deselect unsuitable candidates, which means those who are short-listed must attain marks over and above the organisation's pre-defined standard in order for their application to progress to interview. The RT can be contacted for further information about Assessment Centres.

Assessment Centres Process.docx

Selection Tests

Tests can be an effective way of assessing candidates and are encouraged, however applicants must be informed of the purpose of any tests in advance. Outlines for different tests that can be used, together with the principles that underpin them are available below.

Selection Tests.docx

20. Interviews

On completion of short listing you will need to set up your interviews. Please see below for interview guidance.

Interview Guidance.docx

The RT will send e mail invitations to each shortlisted candidate asking them to log onto Trac and book an interview slot. Text message reminders will be sent at regular intervals by the RT via Trac. The RM will be able to view who has booked an interview as the slots fill up. 24 hours before interviews are due to take place the interview panel members will receive a link to the interview pack via e mail which will contain the application forms for people attending for interview, the job description and a pro forma for questions and scoring. All candidates invited for interview are requested to advise us if they require any adjustments to allow them to attend for interview, e.g. accessible room, hearing loop, British Sign Language interpreter. Please contact the RT if you receive any queries from candidates and you need assistance or advice with providing the necessary adjustments including Webex (Trust version of Skype).

Interviewers need to be aware that decisions taken in interviews can be influenced by personal bias and preconceptions. To ensure this does not happen interviewers must:

- Use the job description and person specification to plan questions before the interview, focussing on how responses can be measured. This will ensure that candidates are asked broadly the same questions, helping to preserve the fairness of the interview. It is acceptable to further explore a particular line of questioning based on the candidate's answers.
- Ask values based questions
- Not ask questions about personal circumstances or domestic arrangements.
- Only write down factual information and not personal thoughts on the applicants, e.g. how they are dressed. Please bear in mind that candidates have a right to request to view their interview notes and you will have to be prepared to back up anything you have recorded.

Initial pre-employment checks** are completed when candidates arrive for interview. The interview may be used to clarify any queries on candidates':

- Identification
- Right to work in the UK ***
- Qualifications and professional registration (where essential to post)

All documents must be photocopied / scanned, and signed and dated by the person who has seen the originals to verify them as a true copy. Please assure yourself that the documents appear to be genuine and have not been tampered with in any way. **Please speak to your RT contact if you have any concerns about fraudulent documentation**.

** Please consult the Recruitment pages on the Intranet for the most up-to-date guidance around pre-employment checks, as the standards change with amendments to legislation and national policies.

*** **Speak to the RT if you have any concerns about the candidate's immigration status. There are strict Home Office rules about who we can and cannot employ.**

The RM must record the interview results on Trac for both successful and unsuccessful candidates. Please see guidance below. Recording the interview results - Trac: User guide

21. Interview Feedback

Candidates are encouraged to ask for feedback following an unsuccessful interview. Your feedback will be based on the notes you took at interview, so ensure that you make the notes factual and remember that candidates are entitled to ask to see a copy of the interview notes. Please keep a local copy of your interview notes for unsuccessful candidates for a period of 6 months. You do not need to send the notes for the unsuccessful candidates to the RT or upload them to Trac – you only need to upload the interview notes for the successful candidate(s).

22. Interview expenses

By default, the organisation does not reimburse expenses incurred through attending the Trust for interview, except in the case of medical posts. The RM may choose to exercise discretion in providing payment to their candidates for reasonable expenses if they feel it is appropriate. Any such payments will be made locally from the relevant departmental budget.

23. Offer (Conditional)*

The Lead interviewer should contact the successful candidate(s) to make a conditional offer and seek their verbal acceptance of the post. It is good practice to discuss starting salary at this point (See Section 22).

* Conditional means subject to satisfactory pre-employment checks, including References, DBS check, Occupational Health, Right to Work, ID checks & Qualifications / Professional Registration.

Contact the unsuccessful candidates to discuss the reasons for your decision not to appoint. Candidates will receive an e mail via Trac to advise that they have been unsuccessful once you move them to rejected status and this is actioned by the RT. (See guidance in Section 18)

The RT will email a conditional offer and an outline of terms and conditions to the successful candidate(s). This correspondence will include details of any ID documents which are outstanding, a link for the candidate to complete their DBS check (if all ID has been received), and the OH form to complete. The RM will be able to follow the progress of the pre-employment checks on Trac, and in addition will receive an email update every Monday charting how the pre-employment checks are progressing.

24. Pre-Employment Checks

There are a number of mandatory checks that must be completed before a candidate's application can be progressed through to commencing work with us. Pre-employment checks will be initiated as soon as an offer of employment has been recorded on Trac.

Pre-employment checks provide assurance that candidates are suitable for employment in relation to the following 6 standards:

- ✓ Identity
- ✓ Right to work in the UK
- ✓ Criminal records
- ✓ Occupational health
- ✓ Professional registration and qualifications
- ✓ References

For details of current Pre-Employment check standards please read the document below.

Pre-employment checks guide.docx

Follow this link to the Criminal Records check (DBS) policy Criminal Records Check Policy

25. Starting Salary Guidance

It is important that your new member of staff is clear about what their starting salary will be. New staff appointed from outside the NHS will normally commence on the minimum point of the pay band.

Staff joining us from another NHS Trust will have their salary verified by Payroll once they commence work with us via an electronic Inter Authority Transfer (IAT). If you feel that a higher starting salary is appropriate the RM must speak to their HRBP to ensure a consistent, fair approach is taken. The RM must be able to justify the basis for the incremental credit and ensure that this does not put the individual in a better position than staff who have gained similar experience within the NHS. Follow this link to the Starting Salary Guidance. **Starting Salary Guidance. This guidance does not refer to Medical and Dental appointments. Please refer to the Medical Staffing Team for details of how Medical and Dental starting salaries will be determined.**

26. Relocation Expenses

If it is relevant to the post you should also discuss Relocation Expenses at this point. Follow this link to the Relocation Expenses policy.
Relocation Expenses Policy

27. Offer (Unconditional **)

When all pre-employment checks are complete the candidate will receive an unconditional offer letter and the RM will receive an e mail via Trac asking for a start date to be agreed with the candidate. Please advise the RT as soon as a start date has been agreed.

** Unconditional means all pre-employment checks have been completed and we can proceed to agreeing a start date

28. Agreeing a start date

Once the RT have been advised of the start date the contract of employment will be e mailed to the candidate. The candidate is requested to reply to the e mail as confirmation of their agreement to the contract. The RT will also book the new starter a place on the next available Corporate Induction.

29. Withdrawing an offer of employment

If any of the conditions relating to the offer of employment is not subsequently fulfilled, the RM must discuss the situation with the RT in the first instance. If any restrictions / adjustments have been recommended by Occupational Health this must be discussed with the candidate and all reasonable adjustments accommodated. **No offer to a candidate should be withdrawn without the involvement of the RT and the appropriate CGWL. Please remember that a verbal offer is binding.**

30. Induction (Corporate)

All new recruits should be made to feel welcome when they arrive at the Trust. New recruits to the Trust should attend corporate induction (which will be booked by the RT when a start date is agreed) and complete statutory and mandatory training in line with Trust policy. The link to the guidelines is below.

Statutory and Mandatory Training Identification Guidelines

31. Induction (Local)

Local induction gives a clear introduction to the working environment and is a requirement for all new starters. It ensures that everyone has a clear introduction to key processes and procedures, including health and safety, as well as key contacts in the areas they are working within to ensure that all new starters are able to function at a safe and competent level.

The purpose of the initial local induction meeting is to agree and set initial objectives and to outline key expectations from the start. This forms an important link to the probationary period. Ideally, this meeting should take place during the first week but no later than the end of the second week.

Local Induction includes:

- Orientation into the ward / department / directorate / organisation
- Awareness of key procedures
- Location of services
- IT training
- Awareness of key contacts

A local induction checklist (available via Learning Hub) must be completed to record that this induction has taken place. New staff members will be given access to Learning Hub when they attend their IT training.

32. Probationary Period (not applicable to medical staff)

To enable individuals to carry out their duties effectively to support the quality of patient care in line with our values, it is imperative that all new starters have a dedicated period of support as part of their induction to the Trust. It allows both the manager and the individual to objectively assess the organisational and cultural fit for the individual, as well as identify any training and development interventions needed to support the individual to develop the expected and necessary skills and behaviours in their first few months in role within the Trust in line with the Trust's values and Personal Responsibility Framework. By default the probationary period for all non- medical posts is 4 months. Follow this link to the Probationary Policy. Probationary Periods Policy & Templates

33. Complaints relating to a recruitment process

In the event that a complaint is made in relation to any aspect of a recruitment campaign, the complainant should be asked to write to the Recruitment Manager in the first instance to allow for their complaint to be reviewed. Where any complaint about fairness is received, the Recruitment File for the position will be reviewed and the relevant RM consulted.

34. Equality Analysis

In the development of this policy the Trust has considered evidence to ensure understanding of the actual / potential effects of our decisions on people covered by the equality duty. A copy of the analysis is attached at Appendix 1.

35. Accountability

Operational implementation, delivery and monitoring of the policy resides with:-

- All staff involved in recruitment are required to ensure that this Policy and Procedure is adhered to.

Appendix 1: Equality Analysis

To be completed when submitted to the appropriate committee for consideration and approval.

1.	**What are the intended outcomes of this work?** Enable effective recruitment
2.	**Who will be affected?** Recruiting Managers / Staff members
3.	**Disability** No discriminatory impact identified
4.	**Sex** No discriminatory impact identified
5.	**Race** No discriminatory impact identified
6.	**Age** No discriminatory impact identified
7.	**Sexual Orientation** No discriminatory impact identified
8.	**Religion or Belief** No discriminatory impact identified.
9.	**Pregnancy and Maternity** No discriminatory impact identified.

Appendix 2: Policy Management

1 Consultation Process

The Trust will involve stakeholders and service users in the development of its policies.

Consultation has taken place with the following stakeholders:

- Human Resources
- Recruiting Managers
- Job applicants to the Trust
- Local Negotiating Committee

2 Quality Assurance Process

Following consultation with stakeholders and relevant consultative committees, this policy has been through quality assurance checks prior to being reviewed by the authorising committee to ensure it meets the NHSLA standards for the production of policy and equalities legislation and is compliant with the Development and Management of Policies policy.

3 Approval Process

The approval process for this policy complies with that detailed in section 6.3 of the Development and Management of Policies Policy. The approving body for this policy is Executive Board.

4 Review and Revision Arrangements

On reviewing this policy, all stakeholders identified in section 6.1 will be consulted. The persons responsible for review are:

- Recruitment Manager
- LNC
- JNCC

Subsequent changes to this policy will be detailed on the version control sheet at the front of the policy and a new version number will be applied.

Subsequent reviews of this policy will continue to require the approval of the Executive Board

5 Dissemination and Implementation

Dissemination

Once approved, this policy will be brought to the attention of all relevant staff working at and for York Hospital NHS Foundation Trust following the completed Plan for dissemination of the policy (See Appendix 3)

This policy is available in alternative formats, such as Braille or large font, on request to the author of the policy.

Implementation of Policies

This policy will be implemented throughout the Trust by:-

- All managers involved in recruitment, who are required to attend the Effective and Legal Recruitment and Selection training course

In addition to this the Policy Author will collate the following evidence to demonstrate compliance with this policy:

- Quarterly HR performance reports to Trust Board

6 Document Control including Archiving Arrangements

Register/Library of Policies

This policy will be stored on Staffroom, in the policies and procedures section and will be stored both in an alphabetical list as well as being accessible through the portal’s search facility and by group. The register of policies will be maintained by the Healthcare Governance Directorate.

If members of staff want to print off a copy of a policy they should always do this using the version obtainable from Staffroom but must be aware that these are only valid on the day of printing and they must refer to the intranet for the latest version. Hard copies must not be stored for local use as this undermines the effectiveness of an intranet based system.

Archiving Arrangements

On review of this policy, archived copies of previous versions will be automatically held on the version history section of each policy document on Q-Pulse. The Healthcare Governance Directorate will retain archived copies of previous versions made available to them. Policy Authors are requested to ensure that the Policy Manager has copies of all previous versions of the document.

It is the responsibility of the Healthcare Governance Directorate to ensure that version history is maintained on Staffroom and Q-Pulse.

Process for Retrieving Archived Policies

To retrieve a former version of this policy from Q-Pulse, the Healthcare Governance Directorate should be contacted.

7 Standards/Key Performance Indicators

Not applicable

8 Training

Any training requirements identified within this process that are of a ‘Corporate Statutory or Mandatory nature will be outlined in the Statutory/Mandatory Training Brochure. This can be accessed via the link on Staff Room, the Q:\York Hospital Trust\Mandatory Training or the organisation’s online learning platform. Corporate Induction forms part of this provision.

The Corporate Statutory and Mandatory Training Identification Policy and Procedure document describes the processes relating to the identification, review, delivery and monitoring of statutory and mandatory training including non-attendance.
The Recruitment Team are responsible for the delivery, recording and corporate monitoring of any ‘management skills’ training delivered to ensure an effective, standardised recruitment process. Training records from these training events will maintained on the organisations learning database.

Managers are responsible for the identification, organisation and recording of any departmental training received. Details of which should be captured on the induction checklist and a copy kept in the individuals Personal Folder.

9 Trust Associated Documentation

- Recruitment, Selection and Appointments – Additional Guidance for Recruiting Managers
- Appraisal Policy
- Corporate Statutory Mandatory Training Identification Policy
- Criminal Records Bureau Policy and Managers' Guidance
- Junior Doctors Corporate Induction Policy
- Disciplinary Policy
- Probationary Periods Policy
- Starting Salaries Guidance

10 External References

- N/A

11 Monitoring Compliance and Effectiveness

Process for Monitoring Compliance and Effectiveness

The Recruitment Team will be responsible for monitoring the effectiveness of the policy in dealing with any situations that arise. This will be on an on-going basis. A monthly audit of recruitment compliance will take place within the RT and any issues highlighted to the appropriate manager within the team. This policy will be monitored for compliance with the minimum requirements outlined below.

Process for Monitoring Compliance and Effectiveness
In order to fully monitor compliance with this policy and to ensure that the minimum requirements of the NHSLA Risk Management Standards for Acute Trusts are met, the policy will be monitored as follows:-

Minimum requirement to be monitored	Process for monitoring	Responsible Individual/ committee/ group	Frequency of monitoring	Responsible individual/ committee/ group for review of results	Responsible individual/ committee/ group for developing an action plan	Responsible individual/ committee/ group for monitoring of action plan
a. Employment Checks	Audits of recruitment activity	Recruitment Team	Monthly	Recruitment Team	Recruitment Manager	Recruitment Manager, Internal Audit
b. Local Induction of Permanent Staff	Reports provided to Care Group Workforce Leads	Recruitment Team	Quarterly	Care Group Workforce Leads	Care Group Workforce Leads	Care Group Workforce Leads, Recruitment Manager, Internal Audit

Appendix 3: Plan for the dissemination of a policy

To be completed and attached to any document which guides practice when submitted to the appropriate committee for consideration and approval.

Title of document:	Recruitment, Selection and Appointment Policy
Date finalised:	September 2018
Previous document in use?	Yes
Dissemination lead	Julie Southwell
Which Strategy does it relate to?	Recruitment
If yes, in what format and where?	Electronic on StaffRoom
Proposed action to retrieve out of date copies of the document:	**Healthcare Governance Directorate will hold archive**

To be disseminated to:	1) All trust staff
Method of dissemination	Staff Room
who will do it?	Policy Manager
and when?	On approval
Format (i.e. paper or electronic)	Electronic

Dissemination Record

Date put on register / library	October 2018
Review date	June 2021
Disseminated to	Trust staff
Format (i.e. paper or electronic)	Electronic
Date Disseminated	October 2018
No. of Copies Sent	As above
Contact Details / Comments	Julie Southwell