

Recruitment and Selection Policy

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Summary	The purpose of this policy is to outline PC24's Recruitment, Selection and Pre-employment process, which, to ensure compliance includes Declaration of Interest and Fit and Proper Persons Test. The policy is in conjunction with equal opportunities legislation and carrying out the appropriate checks.

Version	Date	Control Reason	Title of Accountable Person for this Version
v1.0	August 2016	New policy & toolkit	AD of HR
v2.0	February 2018	Include current practice for agency and Associate workers checks. Include Fit & Proper Persons test for Directors and Non-executive Directors	AD of HR
v3.0	June 2019	To provide more detail on requirements for verification of identity for successful candidates, in accordance with NHS Employment Check Standards	HR Manager

		To incorporate requirements and processes for indemnity and Performers List Checks for applicable staff, including detail on the new Clinical Negligence Scheme for GP's.	
v4	December 2019	To include process on Induction and Probationary Periods	HR Manager
Reference Documents		Electronic Locations (Controlled Copy)	Location for Hard Copies
DBS Policy Fit & Proper Persons		Primary Care 24 Intranet	Policy File, Wavertree Headquarters
Consultation: Committees / Groups / Individual			Date
Board			21.02.2018
Quality and Workforce Committee			17.07.2019

Contents

1.0	PURPOSE.....	4
2.0	SCOPE OF THE POLICY	4
3.0	RESPONSIBILITIES	4
4.0	DEFINITIONS	5
5.0	RECRUITMENT AND SELECTION POLICY PROCEDURES.....	6
6.0	RELATED POLICIES	22
7.0	MONITORING COMPLIANCE	22
8.0	INFORMATION, INSTRUCTION AND TRAINING	22
9.0	EQUALITY AND HEALTH INEQUALITIES	23
10.0	PERSONAL INFORMATION	23
11.0	MAIN REFERENCES	23
	Appendix 1: Recruitment Responsibilities and Time Frames	24
	Appendix 2 Checklist for Employing Candidates with Disabilities	30
	Appendix 3 - NHS EMPLOYMENT CHECK STANDARDS	31
	Appendix 4 – Process Flow Chart Interview to Appointment.....	35
	Appendix 5 - Agency Documentation Check.....	36
	Appendix 6 – EHI Screening	38

1.0 PURPOSE

PC24 is committed to a policy of treating all its employee's and job applicants equally, and to recruit the best person for the vacancy. It is designed to support Managers in providing a fair, consistent and effective approach to recruitment.

The policy also incorporates the 'fit and proper persons test' which has been integrated into CQC's registration requirements and falls within the remit of their regulatory and inspection approach.

2.0 SCOPE OF THE POLICY

This policy and procedure is applicable to the recruitment and selection of all employees engaged to provide services for PC24, in any capacity at any location irrespective of whether such a contract is for a temporary or fixed term or is of a permanent duration. The policy applies to both internal and external recruitment.

3.0 RESPONSIBILITIES

Recruiting Manager

Will be responsible for specific elements of this procedure relating to employed staff and workers, supplied by external suppliers. They are to ensure approval procedures are followed before recruitment commences and that recruitment takes place in accordance with workforce plans. This includes giving due consideration as to whether the post is essential, having explored all opportunities for skill mix, revised job design etc.

They are responsible for the timely return of all supporting documentation to the HR department and that all relevant pre-employment checks are carried out prior to commencement of employment.

Human Resources

Will be responsible for the administration of the recruitment process in accordance with this procedure. The HR department will not confirm any appointment until all pre-employment checks have been verified.

A full guide to recruiting responsibilities can be found in Appendix 1.

4.0 DEFINITIONS

Recruitment and Selection – is the process of identifying the need for a job, defining the requirements of the position and the job holder, advertising the position and choosing the most appropriate person for the role.

Recruiting Manager – the term Recruiting Manager is used to define the person leading the appointment of the candidate.

Fit and Proper Persons Test – is a requirement to complete pre-employment checks which PC24 undertake in line with the NHS Employment Standards.

Declaration of Interest – is to declare an interest and officially state that you are connected with something or someone, and therefore, may not be completely fair and independent when making a decision involving them.

Job Description – outlines the key elements of a job role.

Person Specification – lists the essential and preferred qualities; skills and experiences that applicants should have to be able to fulfil the requirements of the vacancy.

5.0 RECRUITMENT AND SELECTION POLICY PROCEDURES

PC24 complies fully with the NHS Employment Check Standards and the Disclosure and Barring Service Code of Practice and undertakes to treat all applicants in the same way at each stage of the process. PC24 believes that this is particularly important because of its requirements to meet Equal Opportunities legislation.

No employee or potential employee shall receive less favourable treatment or consideration during recruitment and selection on the grounds of race, colour, religion or belief, nationality, ethnic origin, sexual orientation, gender, age, disability, marital status or part-time status, or will be disadvantaged by any conditions of employment that cannot be justified as necessary on operational grounds.

The procedure applies to every vacancy within PC24, including permanent, fixed term/temporary posts and secondments. It also applies to temporary staff supplied by other organisations.

5.1 Identifying and Reviewing a Vacancy

When an employee leaves the organisation, in the first instance, the Recruiting Manager should review the position before immediately looking to replace. The Recruiting Manager should review the role on the basis of:

- Whether the function has changed or if the job is necessary.
- If work patterns, new technology or a process has altered the job role.
- If there any changes anticipated which will require different, more flexible skills from the job holder.

- The type of contract most appropriate for the position.

The second step, with HR input, is to consider the pay, hours required of the job and any need for internal transfer or secondment.

The forms on NHS Jobs should be completed to create the vacancy which will automatically transfer the request to the next level of approver. When the vacancy has attained all levels of approval it will transfer to the HR department to start the advertising process.

5.2 New Positions

When new roles are to be created, Recruiting Managers must have a good business rationale as to its creation. This includes the requirements of the role and the likely budgetary impacts. The procedure is outlined in the PC24 Vacancy Control Process.

New or additional positions are subject to authority from the executive team. If a role is required that is outside of standard job titles, a new job description should be created.

5.3 Short-term Cover

Where it is impossible to meet the recruitment needs internally, the Recruiting Manager may determine that short-term cover should be secured through an employment agency or locum agency.

Agency staff or locums should not normally be engaged to cover routine holidays or short-term sickness absence, except where there may be major service implications. The Recruiting Manager should follow the normal recruitment process to ensure the individual meets the necessary criteria and complies with the appropriate pre-employment checks.

5.4 Job Description and Person Specification

All recruitment advertised should be presented in a job pack to potential candidates. The job pack includes the job descriptions, person specification, day to day outline of activities, training and assessment, and terms and conditions of staff benefits. A job pack template can be found on PC24 Intranet.

PC24 is developing a database in NHS Jobs of job packs for each position within the organisation, and this library should be checked first to maintain consistency.

5.5 Advertisement of Vacancies

PC24 uses the NHS Jobs website to advertise all vacancies. Each position is listed with a unique job reference and closing date.

Where appropriate, targeted advertising may be used to attract applications from under-represented groups in our workforce. Applications may also, in certain circumstances, first be invited from employees at risk of redundancy and employees who are being redeployed for health, disability or performance reasons. HR advice should be sought in both cases.

PC24 are able to use an external Agency to advertise vacancies, but the full cost of this must be met from the Recruiting Manager's budget. Authorisation must be obtained prior to the advert being placed.

5.6 Application for a Job Role

Candidates will normally be required to submit an application form to gather details necessary for the recruitment process.

In order to facilitate applications from all members of the community, PC24 is able to offer services including Braille applications and interpreting service, and also offers assistance if required to complete the on-line application form.

Guidance around the completion of the application forms is available on NHS Jobs.

5.7 Reviewing Applicants

The Recruiting Manager and at least one other will review all applications submitted and shortlist their vacancy on line. An email from NHS Jobs will be sent through containing all of the received application forms. Applications should be assessed against the job description and essential criteria on the person specification.

A record of why an applicant has or has not been successful should be recorded and retained against their application.

Further guidance and instructions on how to use the short listing function in NHS Jobs can be found on the Intranet.

PC24 is accredited the Disability Confident symbol, underlining our commitment to people with disabilities. The HR department will indicate to the Recruiting Manager any applicants who have a disability.

As part of the review process, Recruiting Managers must confirm which candidates they wish to short list for the next stage. Further guidance can be found in Appendix 2.

5.8 Interviews and Assessments

Recruiting Managers should ensure they allocate plenty of time in their diary to accommodate interviews at the start of the recruitment process Interview panels will constitute a minimum of 2 people. At least one member of the interviewing panel should have attended PC24's Recruitment and Selection Training within the last 5 years.

Those involved in the interview process will focus on the competencies for the role and the skills needed to perform effectively. The selection process may include:

- Competency-based interview which incorporate values and behaviours
- Presentation at interview
- Psychometric test and/or
- Assessment centre
- Work sample tests

The candidate will be advised of the date, time, and location of the interview and the appropriate documentation to bring with them. They will also be informed of the selection process, which will be done in a timely manner to allow for any preparatory work

Interviews must be carried out in a fair and unbiased manner so that all applicants are treated fairly. Individuals will be assessed according to their personal capability to carry out the given job.

Any questions or assessment used during an interview will be carried out in accordance with the Equality Statement.

Assumptions that only certain types of person will be able to perform certain types of work must not be made. Questions concerning personal information or views that are not relevant to the job must not be asked, potentially discriminatory question must also not be asked.

Recruitment Managers should ensure accurate interview records and scores are produced to show a fair and transparent selection process.

5.9 Declarations of Interest

If there is a personal relationship between a member of the recruitment panel and an interviewee this must be made clear before the interview takes place. All panel members are expected to declare any personal or business interest which may influence their decision. In such cases, an alternative Manager may be brought in to conduct the interview.

5.10 Employment Checks Carried out at Interview

Verification of identity checks at interview is designed to determine the identity is genuine, relates to the real person and establishes that the individual owns and is rightfully using that identity.

The Recruiting Manager must ensure that the following checks are carried out, documentation is verified at interview and photocopies of original documents are taken, such as:

- Photographic ID
- Proof of address
- Candidate signature
- Professional Registration Certificate
- Evidence of the right to work in the UK
- Qualification certificates
- Driving License (required where driving is a requirement of the role)

In depth guidance for all the checks can be found on PC24 Intranet including an up-to-date list of current requirements.

5.11 Selection

During the selection process, consideration would be given to:

- Disability
- Health needs
- Maternity
- Training
- Or other similar situation

It is important that the Recruiting Manager takes due consideration of any requirements under the Equality Act 2010 and refers to the appropriate organisation's policy when dealing with these matters.

5.12 Actions Following Interview

Under no circumstances should any job offer be made during, or at the end of an interview. No offer can be made until all short listed and scheduled applicants have been interviewed.

The Recruiting Manager must ensure that a written record is made of the candidate's interview performance, using the organisations Interview Assessment Form.

Following interviews, all associated interview records and scoring documents must be sent to the HR department immediately, where they will be retained for a period of twelve months. Only those that require access for specific and authorised purposes will be able to access the information.

5.13 Conditional Offer of Employment

All conditional offers should be made verbally by the Recruiting Manager of the interview panel, ensuring that the contractual terms offered are in line with what has been authorised. The offer will be subject to satisfactory pre-employment checks and ideally made within two working days of interview.

An Employment Offer Form will need to be completed to generate an offer letter and should be returned to the HR department with all of the original interview documentation. The HR department will then generate a conditional offer letter subject to a number of pre-employment checks:

- Verification of identity checks

- Right to work checks
- Medical clearance
- Full employment history
- Reference checks
- Registration and qualification checks (where applicable)
- Occupational health checks
- DBS clearance (where applicable)
- Proof of listing on Performers List (GP's only)
- Fit and Proper Persons Test (Non-executives and Executives)

Where evidence has been provided at interview to support these standards, these documents will be verified and checked by the recruitment team. If there is missing documentation this will delay the recruitment process.

Before Associate GP's can commence work they are required to meet the NHS Employment check standards which will be carried out by the HR department. Evidence will be recorded on NHS Jos and in the HR file.

Before an agency nurse can commence work, the Agency must provide evidence for the individual in accordance with the check list at Appendix 4. The paperwork is held by the relevant Line Manager e.g. Rota team for IUC workers.

5.14 Fit and Proper Persons Test

The requirements of the test are met by completing the pre-employment checks which PC24 undertake in line with NHS Employment Standards. The pre-employment checks will be applied to the appointment of a Non-Executive Director even though they hold 'office' and are not an 'employee'. In addition to the checks, candidates are required to complete a self-declaration against the automatic 'unfit' criteria. The Recruiting

Manager will review any declaration that has a positive return and where appropriate will withdraw any offer of employment.

All Directors and Non-Executive Directors will be required to make a new self-declaration against the automatic 'unfit' criteria every April, as per Appendix 1.

The HR department will administer this process and will collate information which will be presented to the Chair. The Chair will assess that all Directors meet the fitness test and do not meet any of the 'unfit' criteria.

The Chair will confirm at Part 1 of the Board that Directors and Non-Executive Directors have completed the declarations satisfactorily.

Where a Director or Non-Executive Director makes an unsatisfactory self-declaration, the matter will be reviewed in line with PC24's Disciplinary Policy.

5.15 Making Reasonable Adjustments

If a candidate who is selected for appointment has a disability, the requirements for reasonable adjustments to the role will need to be discussed with the individual concerned. Where it is agreed that reasonable adjustments are needed then this should be undertaken with Occupational Health and HR representation involved prior to the applicant starting.

5.16 Reserve Candidates

Where more than one candidate meets the selection criteria, the interviewing panel may decide to list second and third choice candidates. Where the first choice candidate is unable to take up employment for any reason, the second candidate may be offered the position and so on.

Reserves may be held for a period of three months and if there is the requirement to fill the same post during this period the reserve candidate may be conditionally offered the post subject to all pre-employment checks and without having to repeat the interview process. The Recruiting Manager would need to request a letter to be sent to the reserve candidate(s), advising them of this situation.

5.17 Withdrawal of a Provisional Offer of Employment

All job offers are conditional subject to satisfactory pre-employment checks. Any unsatisfactory checks are escalated to the Recruiting Manager and the recruitment will be put on hold.

If the Recruiting Manager is considering withdrawing a conditional offer of employment, they are advised to discuss this with the HR department prior to taking any action.

The grounds on which to withdraw the provisional offer of employment must be very clear e.g. due to unsatisfactory references or other pre-employment checks. In such cases, the offer of employment should be rescinded in writing. The Recruiting Manager will need to advise the candidate verbally of the decision and a supporting letter sent to them.

5.18 Offer of Employment

Once all the pre-employment checks have been completed to the satisfaction of the Recruiting Manager, two copies of the Statement of the Contractual Terms and Conditions of Service will be sent to the employee. All offers of employment are made with a probationary period of 6 months as standard.

It is the Recruiting Manager's responsibility to:

- Agree a start date with the employee and notify HR
- Ensure that the details are entered onto Rota Master

- Ensure a signed copy of the Statement of Terms and Conditions is placed on the employee's file
- Commence the new starter process to ensure all equipment is ready for the start date
- Arrange a local induction in their service.

5.19 Feedback to Unsuccessful Candidates

Unsuccessful applicants will need to be informed of the outcome of their interview. This should come from the Recruiting Manager or member of the interview panel via a telephone conversation.

If the applicant is unhappy with the outcome of the feedback or the recruitment process they can address their concerns in writing to the HR department.

5.20 Security and Retention of Recruitment Documentation

Staff engaged in the recruitment process should be aware that any relevant documentation, including application forms and interview notes may be disclosed in an employment tribunal proceeding.

All interview notes, candidate assessment forms/scoring sheets will be retained for unsuccessful candidates. These will be stored securely for a minimum of 1 year in line with the Department of Health Guidance.

All recruitment documentation should be transferred and retained in line with the organisation's agreed process. All recruitment information should be housed with secure storage and transferred to the Recruiting Manager as soon as all documentation is complete.

5.21 Induction

All staff members will receive a corporate induction into the organisation, and must complete all mandatory training. In addition, a local induction that is appropriate to the role, which will be conducted by the Line Manager. This will be planned in advance and communicated to the new employee prior to the start date.

The local induction will include, but not be limited to:

- Orientation to the service, the physical environment and the team. This will include computer passwords, email details and arranging a staff ID badge
- Ensuring compliance with mandatory training and deadlines for completion
- Health and safety requirements for the role and work area
- An introduction to PC24 standard policies and procedures
- Planning probationary period meetings and the targets expected for it to be completed satisfactorily
- Procedures for booking leave, sickness, expenses, etc.

5.21 Probationary Period

PC24 will ensure that the probationary period will be applied in a fair and consistent manner with relevant support. The probationary period is to assess the skills, capability and attendance of new staff members before deciding whether or not to confirm their employment.

Employees who have passed their probation period and have since changed roles will not be subject to an additional probation period. If performance concerns arise, they will be considered in line with the Capability Policy.

5.21.1 Probationary Period Procedure

Management of probationary periods will be ordinarily undertaken by the Line Manager.

The probationary will normally be for a period of 6 months and this would include staff members on fixed-term contracts.

There will normally be 3 probationary meetings during this period:

Initial Meeting: Held as soon as possible after employment commences and ideally within the local induction, this meeting will clarify the duties and responsibility of PC24 staff and the role they fulfil. These will be monitored during the probationary period. Training, support and any development needs will be addressed and recorded.

Mid-Point Review: This will be a constructive and positive meeting where the progress against the agreed duties and responsibilities is reviewed. Standards of work performance, conduct and attendance will be fed back to the employee and any non-compliance will be identified. Again, any training, support or development needs will be addressed and recorded.

End of Probation Review: The Line Manager will review progress made and determine whether standards of work performance, conduct and attendance are being met. A decision will be made whether to confirm the appointment or not at this stage. It is important that this review is held in advance of the end of the probationary period in order to ensure that a decision regarding confirmation of appointment, extension or non-confirmation of appointment can be made within the probationary period.

In addition to the three probationary meetings listed above, regular one-to-one meetings should be held to review progress, offer praise and discuss any concerns as they arise. Clear and accurate records of probation review meetings must be completed and maintained by the Line Manager.

5.21.2 Confirmation of Employment

If at the end of the probationary period, a probationer's progress has been satisfactory and has met the requirements of their post, the line manager should notify HR that the appointment should be confirmed.

5.21.3 Difficulties During Probation

PC24 expects the majority of its new employees to progress effectively and in a timely manner through its probation procedures to the full achievement of their roles. However we recognise that there will be situations where probationers are not able to achieve the standards expected. In these circumstances, it may be appropriate to give the staff member an opportunity to make the necessary improvement within a defined time period.

The line manager should meet with the probationer with a view to establishing the cause of the difficulties and how it can be resolved. This meeting should take place promptly after the concerns have been identified and the line manager is not required to wait for the mid-point or end of probation review meetings, although they may use these meetings if it is timely. Discussions in relation to probation may cover:

- Clarification of the difficulties, specifying how and where the employee's performance is falling below expectations. Evidence should be provided where available
- An opportunity for the staff member to raise and respond to any concerns
- Discussing the actions needed to resolve any problems, setting objectives against the standards of performance, conduct and / or attendance. These should include dates for completion
- An explanation of the consequences for non-compliance, e.g. extension of probation or that employment will not be confirmed
- Any actions required of the Line Manager

It is hoped that the employee will react positively in overcoming any difficulties, however if the performance, conduct or attendance does not improve following the initial discussions within a reasonable and realistic timescale, it may be necessary to consider extending the probationary period or non-confirmation of appointment. Where either of these actions is being considered, advice should be sought from HR.

5.21.4 Extending Probation

In circumstances where it is felt that an employee has not yet met the required standards, but are likely to do so within a reasonable amount of time, the probationary period may be extended. This is to allow the employee further time to demonstrate the required standards of performance, conduct or attendance.

Extensions should normally be for no longer than 3 months. Where the probationary period is to be extended, the employee should be invited to attend a meeting to discuss this.

In addition to the general discussions relating to the concerns (see above), the following will also typically be discussed:

- reasons for the proposed extension (provide evidence, where available)
- length of the extension period
- any support/ guidance/ training to be given during the extension
- areas of improvement that are required and how these will be monitored (if appropriate)
- explain the consequences should the employee not reach the required standards - that they may not be confirmed in post and have their employment with PC24 ended

The line manager should ensure notes are taken of the meeting. The extension to probation will be confirmed in writing to the probationer within 5 working days. Monitoring should continue through the extended probationary period, and the employee and their line manager should meet regularly to review progress.

If sufficient improvements are made and the required standards met the Line Manager will write to the probationer to confirm that they have successfully completed their extended probationary period.

5.21.5 Non Confirmation of Appointment

Where an employee has failed to achieve the required standards of performance, conduct or attendance required for their position, they should be invited to a formal meeting to discuss this. They will be invited in writing, with the letter detailing the concerns and advising that a possible outcome could be the decision not to confirm them in post.

The employee should take all reasonable steps to attend the meeting. Where they are unable to attend, they will be given the opportunity to reschedule within 5 working days. If this is also not attended, a decision will be taken whether to hold the meeting in their absence. In this case the employee will be notified of this in writing immediately. Where the employee is absent due to sickness and is unable to attend, they may be asked to have a consultation with Occupational Health to assess if they are fit to attend the meeting.

The Line Manager will typically;

- give the reasons for considering non confirmation in post - these should be explained clearly (provide evidence, where available)
- allow the probationer and/ or their representative to respond to the concerns and to ask any questions

- ensure that due consideration has been given to issues of inclusion and any other issues pertinent to the individual case

Once all the information has been gathered the Line Manager should adjourn the meeting to consider and take a decision. The line manager should then reconvene the meeting stating clearly the decision that has been taken and reasons for that decision. Confirmation of the decision will be made in writing. The line manager should ensure notes are taken of the meeting and sent to HR department.

There is no right to appeal against this decision.

6.0 RELATED POLICIES

Equality and Diversity Policy PC24POL119

Disclosure and Barring Service Policy PC24POL19

Disciplinary Policy PC24POL14

Disclosure and Barring Service Policy PC24POL19

Attendance Management Policy PC24POL38

Appraisal Policy PC24POL16

Capability Policy PC24POL37

Equality and Diversity Policy PC24POL119

The Rules of PC24

7.0 MONITORING COMPLIANCE

The HR department will monitor and review this policy to ensure it accords to best practice and the organisation's legal obligations, and the assurance that the recruitment process meets all the required standards.

8.0 INFORMATION, INSTRUCTION AND TRAINING

All Recruiting Managers will be provided with the necessary training to follow the recruitment and selection process and apply this policy.

All staff will be informed of this policy.

9.0 EQUALITY AND HEALTH INEQUALITIES

PC24 is committed to an environment that promotes equality and embraces diversity in its performance as an employer and service provider. It will adhere to legal and performance requirements and will maintain equality and diversity principles through its policies, procedures and processes. This policy has been implemented with due regard to this commitment. To ensure that the implementation of this policy does not have an adverse impact in response to the requirements of the Equality Act 2010, this policy has been screened for relevance during the policy development process and a full equality impact analysis conducted where necessary. PC24 will take remedial action when necessary to address any unexpected or unwarranted disparities and monitor practice to ensure that this policy is fairly implemented.

10.0 PERSONAL INFORMATION

This policy complies with the Data Protection Act 2018 therefore no Privacy Impact Assessment is necessary.

11.0 MAIN REFERENCES

Equality Act 2010.

Health & Social Care Act 2012.

Data Protection Act 1998.

Cod of Accountability in the NHS

NHS Employment Standards

Appendix 1: Recruitment Responsibilities and Time Frames

The information below indicated the responsibilities of all parties in the full end to end recruitment process for Primary Care 24. The pre-employment checks are in line with the NHS Employer standards that PC24 has signed up to. Further information on pre-employment checks and guidelines can be obtained from HR services. (All indicated below are working days)

Topic	Task	Responsibility	Time Frame Guideline	Associated Documentation
Pre-recruitment	Determine best route to fill vacancy	Head of Service / Recruiting Manager	When leaver gives notice, notification of maternity or retirement, review of team requirements	
	Ensure job description and person specification are in line with Organisation Guidelines	Recruiting Manager	When leaver gives notice, notification of maternity or retirement, review of team requirements	Use up to date template on PC24 Direct
	Ensure vacant post is within Organisation plan / campaign	Recruiting Manager	When leaver gives notice, notification of maternity or	

	process where appropriate work force planning		retirement, review of team requirements	
	Write advert in line with Organisation guidelines	Recruiting Manager	When leaver gives notice, notification of maternity or retirement, review of team requirements	NHS Jobs guidelines on PC24 Direct
	Put vacancy on NHS Jobs	Recruiting Manager	When leaver gives notice, notification of maternity or retirement, review of team requirements	HR Vision guidelines on PC24 Direct
Vacancy Approval		Associate Director	1 day	
	Finance approval	Finance	Within 2 working days of completed job request	
	HR approval	HR	Within 2 working days of completed job request	
Advertising	Shortlisting information to manager	HR	1 day	
Shortlisting	Shortlist candidates and send information to recruitment	Recruiting Manager	Within 2 working days of receipt of shortlisting notification from recruitment	Shortlisting Guidelines on PC24 Direct

	Invite to interview information to candidates	HR Recruitment	Within 2 working days of manager notifying interview date/panel etc.	Interview Request Form
Interview	Room booking	Recruiting Manager		
	Ring recruitment to book an interview slots	Candidate	Within 5 working days of invite to interview	Documents required at interview, reference and employment history form, candidate checklist sit map
	Book candidates onto interview slots	HR	When notified by candidate email/call	
	Interview schedule not full, revert to reserve candidate list from shortlisting	HR	4 working days before interview	
	Send interview schedule to manager	HR	2 working days before interview	
	Reminder text to candidates	HR	1 working days before interview	
	Provide appropriate ID, Right to work, Qualifications, References, Employment History including photocopies	Candidate	At interview	

	Interview candidates and complete all paperwork. Ensure correct referee information is provided by candidate. All copies of ID are signed and dated.	Recruiting Manager	At interview	Flow chart, Interview Assessment Form, Interview Checklist, Appointing Manager's Report, Occupational Health Form, Contract Request Form (A110. Guidance available to PC24 Direct)
	Send all completed interview documents to Recruitment	Recruiting Manager	2 working days following interview	Guidance available to PC24 Direct
	Send Conditional Offer Letter to candidate within 7 working days	HR	Within 2 days of receipt of fully completed paperwork from Manager	
	Notification to manager of Offer Letter and any additional information needed	HR	As above	
	Respond to additional information needed in timely fashion	Candidate	2 working days from request	

Pre-employment	Respond to additional information needed in timely fashion	Recruiting Manager	2 working days from request	
	Send references for	HR	Within 2 working days of Offer Letter sent	
	Return DBS form, Deductions form, Model Declaration, Offer Letter	Candidate	Within 5 working days of Offer Letter sent	
	Send Occupational Health form to Occupational Health	Candidate	Within 5 working days of Offer Letter sent	
	Chase unreturned references	HR	10 days after references sent	
	Contact manager with pre-employment checks update	HR	10 days after references sent	
	Contact candidate to support return of information needed to complete checks	Recruiting Manager	10 – 15 days	
	Chase return of any outstanding pre-employment documents or information	HR	10 – 15 days	
	Approved returned references	Recruiting Manager	Within 2 working days	

	Acknowledge receipt of occupational health recommendations where applicable	Recruiting Manager	Within 2 working days	
	Pre-employment checks review	HR and Recruiting Manager	3 weeks after Offer Letter sent	
	Employment decision if pre-employment check are not complete within 5 weeks	Recruiting Manager	Within 2 working days	
	If withdrawal of offer is outcome of unsatisfactory / timeliness of pre-employment, contact candidate to explain and send Withdrawal Letter	Recruiting Manager	Within 2 working days	Template Offer Withdrawal letter
	Contact candidate and agree start date and Induction date, notify Recruitment	Recruiting Manager	Within 2 working days	
	Welcome Letter, contract and pack to candidate	HR	Within 5 days of receipt of start date	
Contract	Return of signed contract to manager	Candidate	Within 7 days	Welcome letter template

Appendix 2 Checklist for Employing Candidates with Disabilities

This form supports the Two Tick Symbol within the Organisation.

Job Title	
Job Reference	
Candidate Name (Please Print)	

Candidates who declare themselves as having a disability at application stage are guaranteed an interview if they meet the minimum criteria of the person specification.

The form indicates the steps taken by the organisation to ensure that candidates with disabilities are treated no less favorably than those candidates who do not declare a disability.

Some details may have to be completed after the decision on who to appoint has been made.

	Yes	No	N/A
Did you know prior to the interview that the candidate had a disability?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Were any adjustments required for the interview?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was any assistance provided during the interview?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was the post offered to the candidate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has Occupational Health Clearance been obtained?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Have references been obtained?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has a DBS Check/Risk Assessment been carried out?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are Pre-Employment Checks satisfactory?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has a workplace risk assessment been carried out? (Guidance through Occupational Health)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is Access to Work funding required? (Manager to discuss with HRBP's and Recruitment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has funding for adjustments been agreed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 3 - NHS EMPLOYMENT CHECK STANDARDS

Identity Checks – Minimum Requirements

Employers must carry out checks on:

- photographs, where available, to satisfy that they are consistent with the appearance of the individual.
- date of birth, to ensure it is consistent with the individual's identity documents and the appearance of the applicant.

Prospective employees will need to provide one of the following combinations:

- Two forms of photographic personal identification from **List 1**, and one document confirming their current residing address from **List 2**.
- One form of photographic personal identification from **List 1**, and two documents confirming their current residing address from **List 2**.

If an individual genuinely cannot provide any forms of photographic personal identification from List 1, they should be asked to provide **all** of the following documentary evidence.

- Two documents confirming their current residing address from **List 2**.
- Two forms of non-photographic personal identification from **List 3**.

List 1: Examples of photographic personal identity documents

- Full, signed UK (Channel Islands, Isle of Man or Irish) passport or EU/other nationalities passport*
- UK Biometric Residence Permit (BRP) card
- UK/EU full or provisional photocard driving licence (if issued in the UK by the DVLA you are not required to see the paper counterpart. Licences issued in Northern Ireland by the DVA must be presented with the paper counterpart)
- Other nationalities photocard driving licence (valid up to 12 months from the date when the individual entered the UK. The person checking the document must be able to assure themselves that the licence is bona fide)
- HM Armed Forces Identity card (UK)
- Identity cards carrying the PASS (Proof of Age Standards Scheme) accreditation logo (issued in the UK, Channel Islands and Isle of Man only). Organisation identity cards are not acceptable as they do not contain watermarks, holograms or other security markings.
- EEA/EU Government issued identity cards that comply with Council Regulation (EC) No 2252/2004, containing a biometric.

List 2: Examples of confirmation of address documents

Examples of acceptable documents for confirmation of address may include any of the following:

- Utility bill or letter from the service provider confirming the pre-payment terms of services at a fixed address (for example, gas, water, electricity or landline telephone). More than one than one utility bill can be accepted if they are from two different suppliers. Utility bills in joint names are also acceptable (UK)*
- Local authority tax statement. For example, a council tax statement (UK and Channel Islands)**
- UK full or provisional photo-card driving licence, if not already presented as a form of personal photographic identity.
- Full old-style paper driving licences (that were issued before the photocard was introduced in 1998 and where they remain current and in date). Old-style paper provisional driving licences should not be accepted.
- HM Revenue & Customs tax notification (HMRC) tax notification such as, an assessment, statement of account, or notice of coding**
- A financial statement such as bank, building society, credit card statement, pension or endowment statement* (UK and EEA). Statements issued outside of the EEA must not be accepted.
- Credit union statement (UK)*
- Mortgage statement from a recognised lender** (UK and EEA). Statements issued outside of the EEA must not be accepted. Local council rent card or tenancy agreement*
- Evidence of entitlement to Department for Work and Pensions benefits, such as child allowance, pension etc. (UK)**

*All documents must be dated within the last six months, unless there is good reason for it not to be.

**** All documents must be dated within the last 12 months.**

If not denoted, the document can be more than 12 months old.

List 3: Acceptable non-photographic proof of personal identification documents.

Recommended acceptable non-photographic documents may include any of the documents listed below.

- Full birth certificate (UK and Channel Islands) issued after the date of birth by the General Register Office or other relevant authority, for example registrars.
- Full birth certificate issued by UK authorities overseas, such as embassies, high commissions and HM Forces.
- UK full old-style paper driving licence. Old-style provisional driving licences are not acceptable.
- Most recent HM Revenue and Customs (HMRC) tax notification, such as an assessment, statement of account, P45, P60, or notice of coding (UK and Channel Islands)**
- Work permit/residency permit (UK) valid up to the expiry date.
- Adoption certificate (UK and Channel Islands).
- Marriage or civil partnership certificate (UK and Channel Islands).
- Divorce, dissolution or annulment papers (UK and Channel Islands).
- Gender recognition certificate.
- Deed poll certificate.
- Firearms certificate/licence (UK, Channel Islands and Isle of Man).
- Police registration document.
- Certificate of employment in the HM Forces (UK).
- Evidence of entitlement to Department for Work and Pensions benefits, such as child allowance, pension etc. (UK)**
- A document from a local/central government authority or local authority giving entitlement, such as Employment Services, Job Centre, Social Security Services (UK and Channel Islands)*

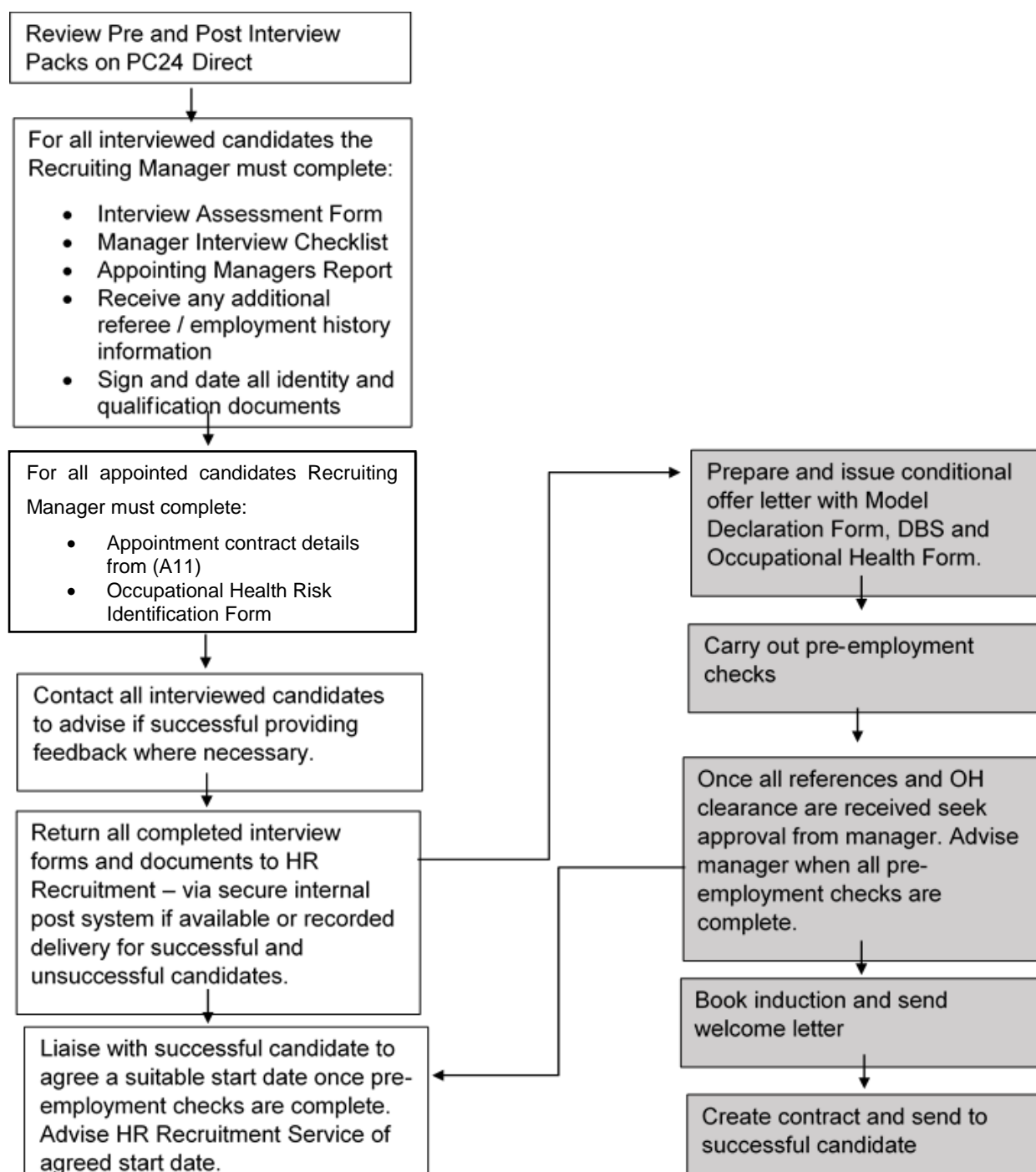
*All documents must be dated within the last six months, unless there is good reason

for it not to be, for example, where there is clear evidence that the individual was not living in the UK for three months or more.

** All documents must be dated within the last 12 months.

If not denoted, the document can be more than 12 months old.

Appendix 4 – Process Flow Chart Interview to Appointment



Appendix 5 - Agency Documentation Check

Agency Nurse Documentation Check List			
Name			
Agency to Produce			
Evidence of Professional Registration https://www.nmc.org.uk/registration/search-the-register/	PIN Number: Expiry Date: Registered Nurse – Adult/Child Date of Registration: <i>Copy attached to this form</i> Independent /Supplementary Prescriber:		
Revalidation Date			
Proof of Indemnity Cover			
V300 Advanced Nursing Certificate (if applicable)			
Name of Agency/Contact		Photographic ID	
Copy of CV		Passport Number & Expiry - RTW	
Interview record and score sheets		*Residence permit – if applicable	
Interviewed by		Mobile Number	
Two references (at least one clinical)		E-mail address	
DBS date & No.		Safeguarding Children Cert Level 2/3	
Safeguarding Adults Certificate		CPR/BSL Training Certificate	
IG Certificate		Infection Control	
Vaccinations		Other	

Internal Checklist – HR		Internal Checklist Managers	
Add onto Rotamaster (HR)		Induction Date:	
Set up e-file		IT set up and passwords	
Set up hard copy file		Add onto rota call list (if applicable)	
Confidentiality Agreement		Add onto Agency list (if applicable)	
		Enter onto rota mobiles (if applicable)	

Name of Checker.....

Signature of Checker

Date Check Completed.....

Agency GP Documentation Check List			
Name of GP			
Agency to Produce			
Evidence of current General Medical Council as a GP without restrictions to practice (print and file copy) http://www.gmc-uk.org/doctors/register/gp_register.asp		GMC Number: Expiry Date: Copy attached.	
Current Medical Defence Cover adequate for role (copy obtained from agency)		MDU Number: Expiry date:	
Evidence of current Performers List without restrictions (print and file copy) https://www.performer.england.nhs.uk/		Performers List Check & Date:	
JCTGP certificate or equivalent (where relevant – to clarify) old school might not have		CCT Certificate Number	
International European Language Testing Scheme (Doctors who first language is not English and were trained outside of UK, Republic of Ireland and Malta. If on performers list this is not required.		Date:	
Name of Agency/Contact		Photographic ID	
Copy of CV		Passport Number & Expiry - RTW	
Interview record and score sheets		Residence Permit – if applicable	
Interviewed by		Mobile Number	
Two references (at least one clinical)		E-mail address	
DBS date & No.		Safeguarding Children Cert Level 2/3	
Safeguarding Adults Cert Level 2/3		CPR/BSL Training Certificate	
CPR/BSL Training Certificate		IG Certificate	
Infection Control		Vaccinations	

Name of Checker.....

Signature of Checker

Date Check Completed.....

Equalities and Health Inequalities – Screening Tool



Version number: V1

First published: November 2016

To be read in conjunction with Equalities and Health Inequalities Analysis Guidance, Quality & Patient Safety Team, Primary Care 24, 2016.

Introduction

The purpose of this Screening Tool is to help you decide whether or not you need to undertake an Equality and Health Inequalities Analysis (EHIA) for your project, policy or piece of work. It is your responsibility to take this decision once you have worked through the Screening Tool. Once completed, the Head of your SDU or the Quality & Patient Safety Team will need to sign off the Screening Tool and approve your decision i.e. to either undertake an EHIA or not to undertake an EHIA.

The Quality and Patient Safety Team can offer support where needed. It is advisable to contact us as early as possible so that we are aware of your project.

When completing the Screening Tool, consider the nine protected characteristics and how your work would benefit one or more of these groups. The nine protected characteristics are as follows:

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion and belief
8. Sex
9. Sexual orientation

A number of groups of people who are not usually provided for by healthcare services and includes people who are homeless, rough sleepers, vulnerable migrants, sex workers, Gypsies and Travellers, Female Genital Mutilation (FGM), human trafficking and people in recovery. Primary Care 24 will also consider these groups when completing the Screening Tool:

The **guidance** which accompanies this tool will support you to ensure you are completing this document properly. It can be found at:

<http://extranet.urgentcare24.co.uk/>

Equality and Health Inequalities: Screening Tool

A	General information
A1	Title: What is the title of the activity, project or programme? Recruitment & Selection Policy

A2.	<p>What are the intended outcomes of this work? Please outline why this work is being undertaken and the objectives.</p> <p>The Primary Care 24 Recruitment and Selection Policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers' deal with recruitment and selection effectively and consistently. The underlying principle of this process is that the most suitably qualified and experienced candidate will be selected in relation to the job to be done, through procedures that are methodical, objective and transparently fair.</p>		
A3.	<p>Who will be affected by this project, programme or work? Please identify whether the project will affect staff, patients, service users, partner organisations or others.</p> <p>All staff who have a responsibility to partake in the recruitment and selection process within Primary Care 24. Indirectly, anyone who applies for a job at Primary Care 24.</p>		
B	<p>The Public Sector Equality Duty</p>		
B1	<p>Could the initiative help to reduce unlawful discrimination or prevent any other conduct prohibited by the Equality Act 2010? If yes, for which of the nine protected characteristics (see above)?</p>		
	<table border="1"> <tr> <td data-bbox="339 987 679 1032">Yes</td> <td data-bbox="679 987 1002 1032">No</td> <td data-bbox="1002 987 1406 1032">Do not know</td> </tr> </table>	Yes	No
Yes	No	Do not know	
<p>Summary response and your reasons: yes.</p> <p>This policy is written on the premise that inequalities in employment will lead to inequalities in service delivery. By addressing any inequalities in employment practices, the organisation seeks to deliver equitable services to all.</p> <p>Unlawful discrimination is unacceptable and the procedure aims to ensure that all applicants, employees, contractors, agency staff and visitors will receive appropriate treatment and will not be disadvantaged by conditions or requirements which cannot be shown to be justified. This is particularly so for those protected characteristics as set out in the Equality Act 2010 e.g. age, disability, gender, marriage & civil partnership, race, religion or belief, sex, sexual orientation.</p>			
B2	<p>Could the initiative undermine steps to reduce unlawful discrimination or prevent any other conduct prohibited by the Equality Act 2010? If yes, for which of the nine protected characteristics? If yes, for which of the nine protected characteristics?</p>		
	<table border="1"> <tr> <td data-bbox="339 1738 679 1783">Yes</td> <td data-bbox="679 1738 1002 1783">No</td> <td data-bbox="1002 1738 1406 1783">Do not know</td> </tr> </table>	Yes	No
Yes	No	Do not know	
<p>Summary response and your reasons: See above</p>			
B3	<p>Could the initiative help to advance equality of opportunity? If yes, for which of the nine protected characteristics?</p>		

	Yes	No	Do not know
	Summary response and your reasons: Yes. As above.		
B4	Could the initiative undermine the advancement of equality of opportunity? If yes, for which of the nine protected characteristics?		
	Yes	No	Do not know
	Summary response and your reasons: as above.		
B5	Could the initiative help to foster good relations between groups who share protected characteristics? If yes, for which of the nine protected characteristics?		
	Yes	No	Do not know
	Summary reasons: as above.		
B6	Could the initiative undermine the fostering of good relations between groups who share protected characteristics? If yes, for which of the nine protected characteristics?		
	Yes	No	Do not know
	Summary response and your reasons: as above.		
C	The duty to have regard to reduce health inequalities		
C1	Will the initiative contribute to the duties to reduce health inequalities?		
	Could the initiative reduce inequalities in access to health care for any groups which face health inequalities? If yes for which groups?		
	Yes	No	Do not know
	Summary response and your reasons: N/A		
C2	Could the initiative reduce inequalities in health outcomes for any groups which face health inequalities? If yes, for which groups?		
	Yes	No	Do not know
	Summary response and your reasons: N/A		
D	Will a full Equality and Health Inequalities Analysis (EHIA) be completed?		
D1	Will a full EHIA be completed? Bearing in mind your previous responses, have you decided that an EHIA should be completed? Please see notes. ¹ Please place an X below in the correct box below. Please then complete part E of this form.		

¹ Yes: If the answers to the previous questions show the PSED or the duties to reduce health inequalities are engaged/in play a full EHIA will normally be produced. No: If the PSED and/or

	Yes	Cannot decide	No
E	Action required and next steps		
E1	<p>If a full EHIA is planned:</p> <p>Please state when the EHIA will be completed and by whom.</p> <p>Name:</p> <p>Date:</p>		
E2	<p>If no decision is possible at this stage:</p> <p>If it is not possible to state whether an EHIA will be completed, please summarise your reasons below and clearly state what additional information or work is required, when that work will be undertaken and when a decision about whether an EHIA will be completed will be made.</p> <p>Summary reasons:</p> <p>Additional information required:</p> <p>When will it be possible to make a decision about an EHIA?</p>		
E3	<p>If no EHIA is recommended:</p> <p>If your recommendation or decision is that an EHIA is not required then please summarise the rationale for this decision below.</p> <p>Summary reasons: This policy has been consulted on by the Quality & Patient Safety Tem. There is no negative impact with respect to the characteristics as defined by the Equality Act.</p>		

the duties to reduce health inequalities are not engaged/in play then you normally will not need to produce a full EHIA.