Leicestershire Partnership NHS Trust

Recruitment and Selection Policy

This policy describes the principals and process for recruiting and selecting all employees and workers for Leicestershire Partnership NHS Trust.

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This policy is for the recruitment and selection of all employees and workers at Leicestershire Partnership NHS Trust (LPT). This includes the recruitment of those joining the Trust externally or those moving internally.

This policy sets out the standard means of operating so that LPT recruits in a fair, transparent and effective way to meet both its business requirements and complies with legal and NHS Employers requirements.

The policy covers the recruitment of all roles at LPT including medical recruitment and international recruitment.

The policy sets out the steps for different parts of the recruitment and selection process including:

- Vacancy control
- Advertising and candidate attraction
- Shortlisting
- Interviewing
- Reasonable adjustments
- Post interview steps including candidate feedback
- Reserve candidates
- Pre-employment checks
- Different types of recruitment
- Equality and diversity in relation to recruitment and selection
- Service User and/or Lived Experience Partner involvement in recruitment and selection
- Conflicts of interest in the process

The Recruitment and Selection process is a joint process between candidates, recruiting managers and the HR Resourcing team.

1. Introduction and Purpose

This policy sets out the standard means of operating so that LPT recruits in a fair, transparent and effective way to meet both its business requirements and complies with legal and NHS Employers requirements.

The policy covers the recruitment of all roles at LPT including medical recruitment and international recruitment.

To support the operational application of this policy, there is a section of Staffnet (intranet) https://staffnet.leicspart.nhs.uk/your-working-life/recruitment-and-selection/ that has been developed to provide the practical procedures, processes and guidance that sits behind this policy.

2. Policy Requirements and Objectives

Leicestershire Partnership NHS Trust (the Trust) aims to recruit and retain a competent and flexible workforce that demonstrates its leadership behaviours to ensure the best possible service provision.

- The Trust recognises that its ability to recruit the best quality workforce has a direct bearing on the quality of service it provides. This policy aims to ensure the inclusive, fair and effective recruitment and selection of staff and outlines the key principles the Trust will follow in relation to all recruitment and selection activities.
- The Trust is committed to ensuring that its workforce reflects the diversity of the communities in which it operates.
- The Trust is committed to selecting the best available person for each vacancy on merit alone and will not treat any candidate unfavourably on the grounds of their age, disability, gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex or sexual orientation as defined by the Equality Act 2010.
- The Trust is committed whenever possible to providing all employees with the opportunity for career development as appropriate to their abilities and ambitions. The Trust recognises its responsibilities to provide job opportunities to internal and external candidates on a fair, consistent and equitable basis. All appointments will be made on merit and the appointment process is designed to ensure that the best person is recruited for the job.

There are two Care Quality Commission (CQC) Regulations that this policy aims to maintain compliance with. They are:

- Care Quality Commission Regulations for Service Providers Regulation 18 Staffing
- Care Quality Commission Regulations for Service Providers Regulation 19 Fit and Proper Persons Employed Staffing.

3. Vacancy Review and Vacancy Control

When someone leaves employment for any reason, Recruiting Managers need to consider the following:

- **Necessity and value:** is the role still needed, and what value does it add to the team and service delivery?
- **Alternatives:** can duties be absorbed elsewhere or fulfilled with a different skill mix?
- **Funding:** how will the post be financed?
- **Recruitment viability:** is the role recruitable, or would a different approach be more effective?
- **Role review:** does the job description/person specification need updating? If so, the pay band may need to be revised in line with the Agenda for Change process. Consult the HR Advisory team for support.
- **Job evaluation:** A role will only be advertised if it's been through job evaluation, in line with national processes.
- **Flexible working:** can the role support part-time or flexible arrangements? If not, is there objective justification?
- **Vacancy controls**: are there any vacancy control processes to follow? It is the Recruiting Manager's responsibility to secure vacancy approval for any recruitment in line with vacancy control processes in place at the time of recruitment. Check Staffnet and/or with the HR Resourcing Team for current requirements.

4. Advertising and Candidate Attraction

Once a vacancy is approved, the role will be advertised to staff requiring redeployment in line with relevant policy. This will include employees within LPT who will be given first preference, and where agreements exist, current NHS employees outside LPT requiring redeployment due to organisational change who will be given preferential treatment as appropriate. Distribution of roles to these groups may be done concurrently with wider attraction activities.

There is a guidance document on Staffnet that details the standard routes on how roles can be advertised.

In addition to the standard routes, roles may be advertised on different platforms. Some will attract a cost that will be met by the department. The HR Resourcing Team are able to provide guidance with this.

All documentation used in the recruitment process (e.g. advertisements, job description, person specification and any other supporting information) must be worded clearly to avoid bias and discrimination on grounds of any protected characteristic. Additionally Recruiting Managers must ensure that any requirements specified as essential are genuinely required for the job.

Recruiting Managers must be aware applicants will need to demonstrate they meet the appropriate criteria identified on person specifications at the stages outlined in these documents. Recruiting Managers should check that these documents are fit for purpose before initiating the recruitment process and must make sure they apply any criteria consistently.

5. Shortlisting

5.1. Priority Groups

Where staff requiring redeployment apply, they may have some preference in the recruitment process. Their application should be dealt with in line with the appropriate policy/agreement/memorandum of understanding that covers their specific circumstance. This applies to both internal staff requiring redeployment due to management of change, ill health, performance, as well as individuals from other external organisations to the Trust due to management of change.

Depending on who has applied there may be a number of different applications from different redeployment groups which need to be considered in advance of open recruitment.

If you receive applications from staff requiring redeployment, either internal to the Trust or from other NHS employers, please seek further guidance from the HR Resourcing Team.

There may be other groups of candidates such as candidates who have expressed a disability, who will be offered guaranteed interviews, if they meet the minimum criteria. Further details are publicised on Staffnet.

5.2. Shortlisting Process

A list of all applicants will be available to the Recruiting Manager on the Trust's recruitment system.

Late applications will only be considered in exceptional circumstances and normally at the Recruiting Manager's discretion. Where late applications are considered, this must be done in a consistent manner.

The shortlisting exercise should involve at least two people to mitigate against bias. The overall shortlisting exercise is the responsibility of the Recruiting Manager, who must have completed the Trust's recruitment and selection training.

By conducting the shortlisting process, the Recruiting Manager will be accepting responsibility for, and confirming that, this part of the selection process has been conducted in a way that was free of discrimination on equality grounds.

Applicants will be expected to meet the appropriate essential criteria for the position as identified on the person specification for this stage of the selection process. Measures must be applied fairly and consistently to all applicants on the basis of the information supplied in their application only. Managers undertaking shortlisting must not alter the person specification at this stage.

In circumstances where no applicant meets the essential criteria identified for the stage of the process, the Recruiting Manager will need to consider if applicants not meeting all essential criteria are appropriately skilled for the role. If this is an appropriate approach, then criteria must be applied consistently. It may also be appropriate to consider if a developmental version of the role could be mobilised for the applicants who have applied.

If these approaches are not suitable, the Recruiting Manager will need to consider re-advertising the post.

The shortlisting process is anonymous and personal information about applicants are not shared with recruiting managers. Only the information provided by the applicants on their application form should be considered.

Care must be taken not to make assumptions about an individual’s circumstances, knowledge or experience, particularly where these are based on misconceptions and prejudices/unconscious biases relating to protected characteristics.

If a candidate has disclosed information relating to dismissal for misconduct on their application, please refer to the HR Resourcing Team for guidance.

If after shortlisting based on essential criteria there are too many applicants still to interview then either or both of the following can be used to reduce the shortlist further:

- Shortlisting using desirable criteria - the shortlisting exercise then is to take into account desirable criteria.
- Random selection – this can be used in exceptional circumstances and details of this can be requested from the HR Resourcing Team.

Shortlisting outcomes must be recorded on the Trust’s recruitment system.

6. Interviewing

Shortlisted applicants will be invited for interview.

Each interview must be planned and structured so as to give every candidate an equal opportunity of response and presentation.

6.1. Panel Composition

As standard, interview panels must consist of at least two members. The chair of the panel is responsible for ensuring the composition of the panel is appropriate for the role they are aiming to recruit.

All efforts must be made to ensure diverse panels i.e. panels that broadly reflect the make-up of the local population and provide a representation of different protected characteristics. Specifically, as a minimum expectation, all panels must have at least one member of the panel from a Ethnic Cultural Minority (ECM) background. Recruiting Managers must be able to robustly justify situations where this cannot be achieved. This panel member is there to have an equal voice in the recruitment process and decision making.

As standard, at least one of the panel members, who will take the role of chairperson of the panel, must have completed the Trust’s recruitment and selection training.

If there is no one available who has completed the recruitment and selection training to chair the interview panel, then one of the proposed panel members needs to complete at least the e-learning component of the recruitment and selection training prior to interviews taking place.

If there are exceptional circumstances, e.g. the person who has completed the training falling ill on the day of the interview, then the remaining panel members must contact the HR Resourcing Team for advice on how to proceed.

Interview panel members should be aware of their own bias and how this can affect decision making, taking steps to ensure inclusive recruitment practices. They should also be aware of the Together Against Racism programme of work to develop the Trust as an anti-racist organisation.

6.2. The Interview

The interview should be a two-way process that allows the panel to find out about the candidate as well as the candidate(s) being provided with the chance to learn more about the role and about LPT. The questions should relate to the requirements of the role as described in the job description and person specification.

Before the interviews commence the panel should have a pre-meet to prepare for the interviews. During this, they must decide on their preferred decision-making process and confirm their scoring mechanism if scoring is to be used. Rationale and approach will be influenced by the number of candidates and the interview methods. It is essential for this to be set at the start to ensure assessment is consistent across all interviewers and supports the final decision making process.

Normally the same panel will need to be present for each person interviewed. The only exceptions to this are where more than one panel is interviewing as a number of people are required to be recruited, or where members of the HR department attend e.g. to support an individual due to redeployment. In these cases the HR representative does not need to attend all of these interviews.

Each member of the interview panel is responsible for recording their own notes of each candidate after each interview, to evidence how the successful candidate(s) was identified. Applicants are legally entitled to view these documents and they can be used in Employment Tribunals. It is therefore important that all panel members are objective and ensure that their notes are clear and factual.

This may operate differently for volume and bank recruitment.

The Recruiting Manager should scan the interview notes and locally store electronic copies along with locally storing the originals for 12 months and then destroy in line with data retention rules. Interview notes should be stored for 24 months for Director recruitment.

At interview, the Recruiting Manager must satisfy themselves that the candidate meets any mandatory requirements for a role such as being a registered nurse.

Once all interviews have been concluded all panel members decide who has been successful.

Selection decisions must be objective and should only be made on the basis of how closely the candidates meet the person specification, the values they demonstrated and their performance against the interview assessment criteria.

If there are any concerns or conditions relating to an individual's eligibility to work revealed in the interview in general, then further advice should be sought from the HR Resourcing Team before making a conditional offer of employment.

This is also particularly important in connection to any safeguarding issues that are identified.

The attendance of an assessor from outside the Trust may be advisable for senior appointments, or as required under the employment provisions of particular specialist staff. The Recruiting Manager should ascertain whether an external assessor is appropriate or necessary.

If an external assessor is to be reimbursed for this work, the rate should be agreed with the person prior to the interview by the Recruiting Manager. The cost of this will sit with the Recruiting Manager.

Any tests that are administered as part of the selection process must be considered with regards to equal opportunities. Assessments may require adjustment such as extra time to be fair to applicants who disclose a disability which would disadvantage them in a particular test. Tests must also be directly relevant to the skills required for the role.

6.3. Reasonable Adjustments

Candidates are encouraged to indicate if they need reasonable adjustments at any stage of the process.

Where possible every reasonable adjustment will be considered in line with meeting the needs of the relevant protected characteristics for example a religious need, someone with a disability, or those caring for people with disabilities etc. However, there is no obligation on the Trust to rearrange interview dates to accommodate individual candidates unless a protected characteristic would prevent the candidate from attending at the date or time specified. It will be at the Recruiting Manager's discretion, using a consistent approach for each vacancy.

Reasonable adjustment guidance for Recruiting Managers is available on Staffnet and more guidance can be sought from the HR Resourcing Team prior to the interview.

6.4. Interview Questions

Questions asked at interview can be of the following types:

- **Introductory questions** designed to put the candidate at ease at the start of their interview. This will include exploration around any further adjustment that may be required for the interview.
- **Values based questions** designed to identify if the candidate's values are in line with those of the Trust.

- **Primary questions** designed to test whether a candidate meets the interview assessment criteria.

All primary questions must be directly relevant to the job under consideration. They must be asked of all candidates and should be agreed by the panel before the interviews commence. Such questions should give the candidate the opportunity to expand upon their written application.

This does not preclude further questions being asked about issues raised or requiring clarification, for example where an applicant has a gap in their employment or why an applicant wants to take a pay cut.

Probing questions are required to further explore an answer given in response to a primary question.

Probing questions do not need to be the same for every candidate as they will be determined by the candidate’s previous answer, generally to a primary question. However, the degree that probing questions are asked should be enacted in a fair and consistent way for all applicants interviewed.

Questions to ascertain an individual's commitment to Diversity and Inclusion and the principles of Equality and Valuing Diversity.

Questions in connection with understanding of **confidentiality.**

Questions to ascertain the individual’s commitment to the Trust’s service user group and their understanding of how the nature of the Trust’s service user group will impact on the role they have applied for (see section about service user involvement in recruitment and selection).

Questions that could be seen as directly or indirectly discriminatory must not be asked.

Questions relating to a candidate’s personal life should be avoided. If in doubt, managers should contact the HR Resourcing Team to clarify suitability.

Recruiting Managers can choose different assessment methods i.e. traditional interview, assessment centre, tests, activities, seen interview questions among others. Recruiting Managers can pick a combination of assessment methods depending on the role they are recruiting for. Details of which assessment method(s) will be used will be communicated to candidates. Recruiting Managers can seek guidance and advice on the different assessment methods by contacting the HR Resourcing Team.

7. Post Interview

The Recruiting Manager should verbally inform all candidates of the interview outcome. This includes the successful candidate(s) and also unsuccessful candidates. An opportunity for feedback for successful and unsuccessful candidates should be provided. At this stage pre-employment checks still need to be carried out, although a provisional start date can be discussed based on average time to recruit, the candidate’s notice period and available induction dates. The employment offer, however, remains conditional at this point and the Recruiting Manager must be clear with the applicant about this. Details of information to give when offering posts is included on the recruitment pages of Staffnet.

The offer is conditional until the successful completion of the applicant's pre-employment checks. Details on the information to include when offering a post are included on the recruitment page of Staffnet, in the offer script document.

The candidate's starting salary will be determined in line with the Trust's Pay policy and associated HR processes so Recruiting Managers must not confirm this at the point of conditional offer to the candidate.

Managers should have an exploratory conversation with the candidate around salary but must not at interview agree or promise a starting salary for a potential employee. Information can be gained about an applicant's current remuneration package, but what salary can be offered must be justified with and confirmed in accordance with the Pay policy by the HR department prior to offering any salary when the conditional offer is made.

The Recruiting Manager needs to record the outcome of each interview (successful and unsuccessful) onto the Trust's recruitment system.

The Recruiting Manager needs to ensure the conditional offer details have been processed accurately on the Trust's recruitment system. This should be completed in a timely manner to allow the HR Resourcing Team to start the compliance checks process.

There are different processes depending on the type of recruitment, and the information of what to do in these circumstances is detailed on the Staffnet pages relating to recruitment and selection.

8. Reserve Candidates

There may be times where there are more appointable candidates than there are posts available. In this circumstance, the highest performer will be offered the post.

If deemed beneficial to the Trust, the residual candidates will form a reserve list that can be called on should future vacancies become available that the original selection process would remain valid for, i.e. that the role was the same and had same job description/person specification. The potential to add someone to a reserve list should be discussed as part of interview feedback, and if both parties agree, this should be recorded on the Trust's recruitment system.

The Trust approach will be to consider staff that require redeployment and then reserve candidates before readvertising the post. If you want to utilise candidates from a reserve list, please contact the HR Resourcing team for guidance and to check if there are any redeployment staff that need consideration first.

Reserve lists could be used in situations where the geographical location of the new post is different to the original post advertised, but the appointment falls under the same management line as the original advert.

The expected timeframe to revisit reserve candidates is normally 3 months from the original interview. It is not a requirement that managers outside of a recruitment activity are bound by the operation of a reserve candidate list for a different recruitment activity.

Appointable candidates who are not the preferred candidate, but have a passing score, can also be added to the bank. To do this, establish if the applicant is interested in this offer and they understand what bank work entails, and complete the process on the Trust's recruitment system making it clear that it is a bank post that is being offered.

9. Pre-Employment Compliance Checks

Once the HR Resourcing Team receives the conditional offer details via the Trust's recruitment system the appropriate recruitment checks will commence.

These are done in line with NHS Employers guidelines. These need to be completed prior to a person starting in post. Currently these checks are:

- Identity checks
- Criminal records checks
- Work health assessments
- Professional registration and qualifications checks
- Right to work checks
- Employment history and reference checks
- For appropriate roles, Fit and Proper Person checks in line with the Fit and Proper Persons policy.

The checks that are conducted will depend on the type of recruitment. Details can be found on Staffnet.

When a particular check cannot be satisfied for a candidate then their application will have to be reviewed as to whether it can continue or whether the conditional offer must be withdrawn.

Where an candidates full references cannot be secured then this will be assessed in line with HR Resourcing Teams local processes to determine if the candidates recruitment can continue.

NHS Employer guidelines allow for posts to be offered subject to satisfactory DBS check before the return of a candidates DBS check. Where this is the case, if the check is not returned by the employee's start date, the Recruiting Manager will be responsible for ensuring that the employee does not undertake any regulated work that requires the DBS check until the check is cleared.

Where contrary information is disclosed in the recruitment process then this will be assessed through a DBS panel in line with the Trust's DBS policy. Where contrary information is known to the Trust before the return of the DBS check, this will preclude the option of allowing the post to be offered subject to satisfactory DBS check before the return of the candidates DBS check. An offer of employment may also be withdrawn if contrary information becomes known which a candidate did not appropriately disclose in the selection process.

If a candidate cannot provide sufficient documentation to meet the requirements of proving their entitlement to work then they cannot be recruited in line with relevant legislation.

If a candidate does not hold the professional registration that is required for a post then they cannot be recruited into that post. The only exception to this is where a candidate is in the process of completing professional training and is waiting for their professional registration to come through, in which case if there is an appropriate role for the team then at the manager's discretion they can be recruited into the unregistered role.

Where this occurs the person will not progress to the salary scale for their registered position until they have provided satisfactory proof of their professional registration to their line manager, and this has been satisfactorily verified by the line manager. Where this occurs, the candidate's start date in the (new) registered role will be the date that their professional registration is seen and validated by the Recruiting Manager. The employee should not start discharging the registered role responsibilities until the professional registration is seen and validated. More information can be found in the Professional Registrations Policy.

Where NHS Employers specifies further mandatory checks these will be taken as incorporated into this policy. These checks will be conducted in line with the guidance given on the NHS Employers website and the Resourcing Team's local procedures.

Once all checks are complete the recruitment file will be reviewed by a senior member of the Resourcing Team. Only once this is complete can the Recruiting Manager confirm an unconditional offer of employment with the candidate.

Recruitment checks will be retained in line with Information Lifecycle and Records Management Policy and NHS record retention guidelines.

Recruiting Managers should consider new starter activities including the Welcome to LPT session, mandatory training, local induction activities and payroll cutoff dates when agreeing a start date and that the candidate will be able to attend the Welcome to LPT session in line with the Trust Policy.

Recruiting Managers will also need to consider and discuss with the candidate when the payroll deadlines are. Starting someone in post after the payroll deadlines for a given month will mean that the employee's pay for their first month will be paid in their second month. Pay arrangements for bank staff may vary.

All employees must be paid into a bank account that is recognisably theirs to meet Trust commitments to identifying modern slavery and counter fraud requirements.

Once a start date has been confirmed, a contract will then be drawn up. This will be carried out in line with Recruitment Team SLA and meet legal requirements for when contracts need to be issued. The Recruiting Manager should keep in touch with the candidate on a regular basis until they begin at the Trust to ensure continued engagement and communication.

10. Different Types of Employment

The use of fixed term contracts is only appropriate for covering a particular task/project/item of work or as an interim appointment to cover, for example, parental leave or a career break.

Fixed term contracts are where the employee is substantively employed on a contract for set hours and a set time duration, e.g. 6 months. Existing employees could alternatively be seconded into a role advertised as a fixed term contract if the manager of their substantive post agrees. This would be done in line with the secondment procedure.

Please note that the ending of a fixed term contract is a dismissal in law and a fair reason is required. Fixed-term contracts should not normally be used to fill permanent posts.

The reason for a fixed term contract will be required to be specified in the contract issued to the successful employee.

Secondments and fixed term positions should usually be advertised through the LPTs recruitment system and be subject to a competitive recruitment process. If the secondment requirement is then to become substantive, then the substantive appointment will be subject to a new competitive recruitment process. See the separate Secondment Procedure for further details on administering secondments.

Acting up opportunities may be advertised locally in line with appropriate guidance document/procedure relating to acting up and are outside the scope of this policy.

An honorary contract is an unpaid agreement between an organisation and an individual and will be required for the purposes of conducting a specific piece of work, project or research but individuals will not be on the Trust payroll. Honorary contracts will be subject to ensuring appropriate pre-employment checks are in place. Please contact the HR Resourcing team for information and support.

Volunteers: although not employees, the Trust is still responsible for conducting the recruitment checks for volunteers as for employed staff.

Appointments to the following roles are outside the scope of this policy:

- Where appointments are made by other organisations e.g. National Doctors in Training application system
- Appointment of staff side representatives
- Workers appointed through a recruitment business
- Non-executive directors
- Chair.

Where a post being recruited falls under “Fit and Proper Person” requirements, the requirements of the Trust’s Fit and Proper Persons Policy will also apply.

In addition to the requirements stipulated in this policy, certain medical, dental and public health posts must also adhere to specific statutory requirements and this policy will be enacted in line with this and corresponding NHS guidance.

Additionally there are certain senior posts which require the involvement or approval of all, or a number, of members of the Trust Board.

11. Equality and Diversity in Relation to Recruitment and Selection

Genuine Occupational Qualifications. Some positions may qualify for an exemption from elements of equality legislation if it can be proved that there is a genuine occupational qualification (GOQ) that applies to the role. This could be for example on grounds of privacy and decency which would restrict someone from a particular gender from carrying out a role. It is necessary to establish if a GOQ applies each time a role is recruited to. The full process for using GOQ's is available from the HR Resourcing Team.

The Equality Act 2010 limits the circumstances when you can ask health related questions before an individual is offered a job. Up to this point, health related questions can only be asked to:

- decide whether you need to make any reasonable adjustments for the person to the selection process
- decide whether an applicant can carry out a function that is essential ('intrinsic') to the job
- monitor diversity among people making applications for jobs
- take positive action to assist disabled people
- assure yourself that a candidate has the disability where the job genuinely requires the jobholder to have a disability.

Beyond this, Recruiting Managers do not need to ask anything else, the HR Resourcing team commence the processes around this during the compliance checks.

During the recruitment and selection process, applicants may wish to share information with a Recruiting Manager including through the Health Passport. This is designed to support people with disabilities and medical conditions in having open conversations with potential employers. Reasonable adjustment information and guidance is available on Staffnet.

Information shared through this mechanism should only be used as appropriate to the stage in the recruitment process that you have reached, for example to support how to make reasonable adjustments for selection activities. Managers will need to navigate conversations relating to information shared through the Health Passport, or volunteered in other ways by applicants, so that applicants are clear on how and when the information will be used. If there are broader considerations on reasonable adjustments to support someone to undertake the role if they are successful, information relating to this should only be considered once an offer of employment has been made.

12. Service User and/or Lived Experience Partner Involvement

The Trust wants to have meaningful service user and/or lived experience partner involvement in respect to relevant protected characteristics in all of its recruitment activities where possible.

To enable effective input into selection decisions the following measures are incorporated into the way that the recruitment process works:

Person specifications must include understanding of the Trust's service user group. This could relate to a specific service or team that the person has applied to, or more general understanding of who the Trust provides services to. It could also include lived experience of conditions the Trust deals with or of receiving services relevant to those the Trust provides.

Appropriate questions concerning this should be developed to be added to the primary questions for interviews.

Service users and/or lived experience partners should be involved appropriately in selection processes, both to ensure that service users have a voice in the selection process, and to assess applicants' commitment to the end users of the role they are applying for. Their feedback on applicants should be included in how recruitment decisions are reached.

13. Conflicts of Interest in the Recruitment and Selection process

Recruiting Managers and panel members must be satisfied that their relationship with any candidate will not improperly influence their decision nor give rise to suspicion about their motives.

Where a conflict of interest is identified, a Recruiting Manager and/or panel member may need to remove themselves from the process. More information is detailed within Appendix Two.

14. Complaints

Where an applicant, either internal or external has a complaint about the recruitment process, they should direct their complaint in writing to the HR Resourcing Team within 2 months of the action in question, via email: lpt.jobs@nhs.net. The HR Resourcing Team will acknowledge receipt of the complaint and arrange for an initial investigation to be conducted within 2 weeks. The HR Resourcing Team will determine what action will be taken in line with the relevant policies and inform the complainant accordingly.

If the complaint is not relevant to any policy other than this Recruitment and Selection policy, the HR Resourcing team will respond to the complainant with an outcome. If the Complainant remains dissatisfied with the outcome of their complaint, the matter may be referred in writing within 10 working days of the date of them receiving the outcome, stating the grounds for appeal to the HR Resourcing Team senior management for review. The complaint will be reviewed and an outcome given to the complainant within 10 working days. If the complaint is complex and requires more time, the complainant will be advised of the action to be taken and expected timescales for receipt of a decision.

There is no further level of appeal within this policy. If the complainant is an existing member of staff, they have the right to lodge a grievance under Stage 2 of the Trust's Dispute Resolution in the Workplace Policy.

15. Roles and Responsibilities

Roles and responsibilities including duties of relevant individuals and groups.

Lead Executive Director

The Director of Human Resources and Organisational Development has overall responsibility of Recruitment & Selection and the Trust following all legal obligations to this.

The Director of Human Resources and Organisational Development oversees all the functions that are executed as per this policy.

Governance Group level 1 and 2

To approve and ratify the policy. To receive scheduled reports on performance of the policy.

Policy Authors

Maintaining and updating the policy as changes come about including the regular review of the policy. Monitoring KPIs in the policy.

Operational leads

Mandating attendance at and releasing time for managers and team leaders to attend appropriate recruitment and selection training.

Creating an environment where integrity and fairness underlines how recruitment and selection activities are discharged.

Hiring Managers and Team leaders will be responsible for:

- Remaining up to date with recruitment and selection policy and processes
- Ensuring that vacancies have followed appropriate vacancy approval processes
- Following said processes in a fair and consistent manner
- Carry out parts of the recruitment and selection process
- Creating an environment where integrity and fairness underlines how recruitment and selection activities are discharged
- Being aware of conscious and unconscious bias and taking appropriate steps to mitigate this
- Creating records with an appropriate level of detail appropriate to each part of the recruitment and selection process to demonstrate how decisions were reached.
- Locally inducting new starters.
- Being aware of the Together Against Racism programme of work to develop the Trust as an anti-racist organisation.
- Continuously making improvements to their recruitment practice by taking on feedback from panel members, candidates and the HR Resourcing team to apply the learning, ensuring more inclusive decisions are made throughout the process.

The HR Resourcing Team will be responsible for:

- Providing advice and support to Recruiting Managers around policy and best practice
- Processing recruitment adverts including relevant promotion through social media and other appropriate technology/websites
- Advertising posts appropriately to both groups requiring redeployment and

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- Carrying out pre-employment checks
- Completing appropriate central onboarding activities such as requesting smartcards, ID badges, induction etc.
- Producing and issuing contracts of employment/bank agreements.

Appendix One – Definitions

Attraction: The process by which applicants are sourced to apply for potential vacancies and includes all elements of attracting candidates including advertising on job boards and social media.

Bank worker: Someone who works on a flexible, as-needed basis rather than having a fixed contract or regular hours.

DBS: Disclosure and Barring Service.

Due Regard: Having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs to people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

ECM: Ethnic Cultural Minority.

Positive action: Measures taken to eliminate discrimination, overcome disadvantage, and promote equality.

Recruitment and Selection: Process by which a role is filled either by external applicants being recruited to roles within LPT or existing staff moving from one role to another.

Selection: The process of selecting from a number of applicants a person or people who have the suitable skills, qualifications, experiences and values to perform the tasks being recruited to.

Staff requiring redeployment: Current employees of either LPT or other NHS organisations where a reciprocal arrangement exists who require redeploying from their current post.
Reasons for redeployment for existing LPT employees are that: their current post is at risk due to organisational change, that they require redeployment on health grounds or in line with another LPT policy such as that relating to managing performance.
Reasons for redeployment for NHS employees outside of LPT are due to being at risk due to organisational change.

Time to hire: Time taken to recruit an individual into LPT.

Appendix Two – Conflict of Interest

LPT's recruitment and selection policy is designed to ensure objectivity and equality of opportunity throughout the recruitment and selection process. This policy has been developed to safeguard these principles and participants in the process where the relationship between applicant and recruitment/selection decision makers may present a risk of conflict of interest. This would include but is not limited to where applicants are close friends or relatives of the Recruiting Manager or panel members. You are also asked to refer to the Trust's Relationships at Work Policy.

All applicants for positions within the Trust must declare on their application form, if they are related to an LPT employee or have a close personal relationships or friendship with an LPT employee.

Where a relationship between applicant and recruitment/selection decision makers may present a risk of conflict of interest (e.g. where applicants are close friends or relatives of the Recruiting Manager or panel members), a panel member must notify the Recruiting Manager. Where a Recruiting Manager identifies such a risk they must notify their immediate line manager.

In cases where a potential conflict of interest has been declared, a risk assessment must be undertaken to determine if there is a conflict of interest. If a conflict is identified that panel member should not participate in the selection process any further. If no conflict is identified, normal process should continue. The risk assessment can be found in the Trust's Relationships at Work Policy.

Advice may be sought from the Human Resources team where further clarification is required.

All decisions related to the declaration of potential conflict and risk assessment must be correctly recorded and returned to the HR Advisory Team.

Once appointed, if an employee is found to have failed to declare a relationship on their application form with an employee who was involved in the recruitment process, or with whom they now have a line management or subordinate working relationship, this will be investigated under Trust's disciplinary procedures and may lead to disciplinary action for both the new employee and the existing LPT employee whom they have the relationship with.

If an individual is appointed to a position where they will either generate or authorise the ordering of goods or services, including the payment of invoices, or expenses of another employee with who they have a close personal relationship this must be brought to the attention of their line manager immediately to enable alternative authorising arrangements to be made.

Agency/Bank workers should be asked to declare if they have a close personal relationship with any employee of LPT in the department/service in which it is intended to place them before they commence duties.

Where an applicant if appointed would work in the same team with another employee with whom they have a close personal relationship the implications of this should be considered and discussed as part of the selection process. This is to ensure that, assuming they are otherwise the most suitable candidate for the post, their appointment would also be appropriate taking into account operational issues such as shift/working patterns and requirements for/authorising of annual leave. There is no guarantee of matching annual leave or working patterns. Any decision not to appoint must be on the basis of service needs and documented accordingly.

Managers should not provide official organisational employment references in any instance. All official organisational references must be provided by the HR Employee Services team.

Appendix Three – Governance

Version control and summary of changes

Version number	Date	Description of key change
1	September 2012	
2	December 2012	Overall timescales for recruitment have been reviewed and amended to shorten the time period from advertisement to employee commencing employment. Reworded paragraph to state: Person specifications must include Understanding of the Trust's service user group. This could relate to a specific service or team that the person has applied to, or more general understanding of who the Trust provides services to. It could also include lived experience of conditions the Trust deals with or of receiving services relevant to those the Trust provides. Clarification provided that LPT 'at risk' will be offered preferential treatment to post, followed by staff 'at risk' from other NHS Trusts. Conflict of interest paragraph added (new).
3	January 2013	SLA monitoring section included.
4	February 2013	Due Regards comments discussed and amended to show due regard.
5	October 2019	Review of policy. Streamlining of policy, removal of separate procedure document.
6	April 2023	Refresh of policy. Includes introduction of options to make scoring of leadership behaviours and cultural intelligence/sensitivity stronger in the selection interview. Detail added about operating reserve lists.
7	April 2026	Refresh of policy. Includes vacancy control guidance. Different assessment methods including seen interview questions. Lived Experience Partner involvement in the recruitment process. Time to recruit includes the overall time from recruitment authorised to recruitment checks complete.

Responsibilities

Responsibility	Title
Accountable Director	Group Chief People Officer
Author(s)	Strategic Resourcing Manager
Advisors	
Policy Expert Group	

Governance

Governance Level	Name
Level 1 Assurance Oversight	Joint People and Culture Committee
Level 2 Delivery Group for policy approval and compliance monitoring	Workforce Development Group
Consultation	Trust Policy Experts
	Staffside
	All LPT Employees Bands 7 and above

Compliance Measures

KPI (only need 1-2 KPI's per policy)	Where will this be reported and how often
Initial appointment of all staff have undertaken NHS Employer required checks. This will be evidenced by compliance to a checklist.	*Each candidate's recruitment check will be signed off before unconditional offer.* *Reported annually at Recruitment Operational Group*
Time to recruit: Average number of days to recruit once advert authorised to recruitment checks complete – target of 84 calendar days Average number of days from notification of a successful applicant to recruitment checks complete – target of 37 calendar days	*Reported monthly at Recruitment Operational Group, directorate Workforce Groups and Workforce Development Group Bi-monthly* *Please note, this KPI may be subject to revision.*
• % applications by relevant equality group • Ratio of appointees to shortlisted candidates by relevant equality group • Ratio of shortlisted to applicants by relevant equality group • Ratio of appointments by each relevant equality group.	*All metrics are reviewed as part of the annual WRES and WDES report presented annually to the Workforce Development Group.*

Training Requirements

There are 3 resources for recruiting managers:

1) *Inclusive Recruitment Hiring Managers – face-to-face training*
2) *Recruitment and Selection e-learning module available on the Trust's learning management system*
3) *Recruitment Masterclasses – delivered virtually, recorded and uploaded onto the Intranet.*

References

NHS Employer Standards available here

LPT Equality, Diversity and Inclusion Policy

LPT Management of Organisational Change Policy

LPT Attendance Management and Wellbeing Policy and Procedure

LPT Pay Policy

NHFT Recruitment & Selection Procedure