MANAGER’S GUIDE TO SUCCESSFUL RECRUITMENT AND SELECTION
INTRODUCTION

Welcome to the manager’s guide to successful recruitment and selection.

The aim of this guide is to ensure that Stockport NHS Foundation Trust adopts a fair and consistent approach to the recruitment and selection process. In this way the most suitable candidates will be appointed and all applicants will be given equality of opportunity when being considered for posts.

In order to provide an efficient, responsive service, vacancies are identified and classed according to how difficult they are to fill. They will be classed under one of the following headings: **Enhanced, Standard or Popular** and a particular advertising and application process will apply to that class.

It is hoped that by following these guidelines, managers will be confident in the process and be clear on their responsibilities and those that lie with the Recruitment Office/Personnel Department.

Throughout this guide, reference is made to a number of forms to be used; these can be accessed via the Recruitment Office or online via the Personnel Micro site on the intranet.

Further advice and support can be obtained from the Human Resources Department.

Mandatory Training courses are run for managers and supervisors who are new to recruitment or who wish to revise their knowledge.

**REMEMBER:** Managers need time to prepare for the recruitment and selection process.

*If time is not set aside to plan, the interviews may be held before references are available, or the question areas for interview may not be fully thought through.*

*Inevitably the consequences may result in an unsuitable candidate being appointed or claims of unlawful discrimination being made by unsuccessful candidates.*

*In most cases involving external advertisements, offers of appointment will be made at least a month after raising the initial documentation for recruitment.*
THE RECRUITMENT PROCESS

ANALYSE
Step 1 Vacancy arises
Step 2 Consider the options
Step 3 Review / Prepare job profile/ KSF Outline

ATTRACT
Step 6 Plan and agree selection process and timetable with dates
Step 5 If recruitment agreed decide on the panel
Step 4 Review / Prepare person specification Recruitment office advertises, sends
details to interested applicants and collects completed application forms

ASSESS
Step 7 Prepare the advert
Step 8 Complete the request form
Step 9 Confirm advert appearance and closing date

   Step 10 Agree job pack
   Step 11 Shortlist
   Step 12 Invite shortlisted candidates to attend
   Step 13 Prepare for selection Process using KSF R&S framework
   Step 14 Housekeeping

APPOINT

   Step 15 Interview/ Assessment Skills
   Step 16 Decide
   Step 17 Consider references
   Step 18 Verbal offer and medical arrangements
   Step 19 Complete Successful Applicant Form
   Step 20 Prepare for local induction
   Step 21 First days in the department
### KEY STEPS FOR RECRUITMENT AND SELECTION

<table>
<thead>
<tr>
<th>Section</th>
<th>Key Management Actions</th>
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<tbody>
<tr>
<td>Analyse</td>
<td>- Process leaving details – if appropriate – (Form ESR 050 or ESR 040)&lt;br&gt;- Arrange exit interview – if appropriate&lt;br&gt;- Review existing staffing arrangements / skills mix&lt;br&gt;- Review / prepare job profile/ Person specification/ KSF Outline&lt;br&gt;- Decide on the selection panel&lt;br&gt;- Consider selection methods&lt;br&gt;- Agree recruitment process and timetable (advert, closing date, short listing, interview using KSF R&amp;S framework)&lt;br&gt;- Book provisional venue&lt;br&gt;- Is there a suitable post available on ESR? (Form ESR 060)</td>
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<td>Attract</td>
<td>- Decide on your preferred choice of media/ seek advice&lt;br&gt;- Write the advert&lt;br&gt;- Complete the Recruitment Review Form (ESR 010)&lt;br&gt;- Confirm the insertion date, closing date and funding for the advert with your Recruitment Officer&lt;br&gt;- Provide Recruitment Office with any additional information to be included in the ‘job pack’ e.g. departmental profiles/ objectives, organisational charts</td>
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<td>Assess</td>
<td>- Shortlist applicants using on-line facility *&lt;br&gt;- Make detailed plans for selection, i.e. confirm venue, decide on tests,&lt;br&gt;- KSF R&amp;S framework, arrange refreshments etc&lt;br&gt;- Carry out interview and assessments&lt;br&gt;- Appoint</td>
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<td>Appoint</td>
<td>- Decide on successful candidate&lt;br&gt;- Consider references&lt;br&gt;- Confirm/photocopy professional qualifications and registration numbers, date of birth, NI Number, eligibility to work in the</td>
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</table>
UK etc
- Verbally offer employment when in receipt of verbal / written satisfactory references, subject to occupational health clearance
- and/or CRB check
- Explain Corporate Induction procedure
- Contact unsuccessful applicants giving feedback on request
- Complete ESR 020 Successful Applicant Form and return to Recruitment Office with all associated paperwork
- Arrange local induction programme

| On First Day in Dept | Complete induction checklist with new starter
|                      | Give feedback to new starter from the selection process
|                      | Construct personal file. Include: original application, references, offer
|                      | letter, OH slip etc (sent by Recruitment Office)

*Note: Applicants indicating that they have a disability must be shortlisted if they meet the essential criteria laid down in the person specification
<table>
<thead>
<tr>
<th>STEPS</th>
<th>RESPONSIBILITY</th>
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<tbody>
<tr>
<td>1. Vacancy arises</td>
<td>Manager</td>
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<td>2. Consider the options</td>
<td>Manager</td>
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<tr>
<td>3. Review/prepare job profile/ KSF Outline</td>
<td>Manager</td>
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<tr>
<td>4. Review/prepare person specification</td>
<td>Manager</td>
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<tr>
<td>5. If recruitment agreed decide on the panel</td>
<td>Manager</td>
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<tr>
<td>6. Plan and agree selection process and timetable with dates</td>
<td>Manager</td>
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STEP 1

VACANCY ARISES

If the vacancy has arisen following the resignation of an existing employee, ensure that the appropriate procedure has been followed:

- Correct notice period identified and agreed with employee
- Outstanding holiday or other entitlements discussed and agreed with employee
- Forwarding address obtained
- Arrange exit interview to identify possible issues with the job (see appendices)
- Termination/Leaver post details input on ESR for payroll as early as possible

If the vacancy is a new post or change of hours/grade, etc:

*Send request for change to financial and IPS establishment form (IPS4) to Management Accounts for budgetary clearance who will forward details so IPS post can be established (see appendices)*

STEP 2

CONSIDER THE OPTIONS

Although it is tempting to fill any vacancy without delay, now is an ideal time to review existing staffing arrangements and take stock of present or future demands on the service.

The exit interview may provide you with useful information. By considering options now, opportunities may be provided for other members of staff, or for different ways of working.

Points to consider:

- Do you need to fill the vacancy?
- Can other staff undertake the job?
- Could you adapt the hours/responsibilities to meet current/future service requirements?
- Do you require authorisation to fill the vacancy?
- Is the job “do-able” - if not change it, e.g. too much work in the time allocated.
- Is there a high turnover? If so, investigate the reasons.
- Should you consult other staff/departments about any future variations?
- Discuss with the employee who is leaving if they have ideas for improvement for the replacement post.
**STEP 3**

**REVIEW / PREPARE JOB PROFILE / KSF OUTLINE**

A job profile will include a description of the role and responsibilities of the job, a person specification, outlining the essential and desirable criteria for the job and a Knowledge and Skills Framework outline. The KSF outline is designed to:

- Identify the knowledge and skills that individuals need to apply in their post
- Help guide the development of individuals
- Provide a fair and objective framework on which to base review and development of all staff
- Provide the basis of pay progression in the service.

All this will help applicants decide if they want to apply for the job.

An example job description is set out in the appendices but any job description should contain general indications of the role and responsibilities in a concise form:

<table>
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<tr>
<th>Job Title</th>
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<tr>
<td>Band and/or Salary</td>
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<td>Reporting Line</td>
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<td>Location</td>
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<tr>
<td><strong>Job Summary</strong> – a description of the purpose of the job</td>
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<tr>
<td><strong>Main Duties &amp; Responsibilities</strong> – key areas that the jobholder will be accountable for</td>
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<tr>
<td><strong>KSF Outline</strong></td>
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</table>

You should also ensure that every job description contains the following statements:

**General Duties**

*This section is applicable to all employees of the Trust and needs to include the following points as standard.*

- Observe the provisions of and adhere to all Trust policies and procedures.
- To maintain confidentiality and abide by the Data Protection Act.
- To be familiar with and follow health and safety policy and procedures and to aware of individual responsibilities under legislation, drawing any areas of potential risk to the attention of managers
- To undertake any other duties which is deemed appropriate to the grade when requested by Senior Staff
- The above indicates the main duties of the post which may be reviewed in the light of experience and development within the service. Any review will be undertaken in conjunction with the post holder.

**Date:** Date the job description was drawn up and agreed needs to feature here

**Manager’s Signature:** ____________________  **Post holder’s Signature:** ____________________

Further guidance can be obtained from your Human Resources Department.
STEP 4

REVIEW / PREPARE PERSON SPECIFICATION / KSF OUTLINE

A person specification is a list of essential and desirable criteria in terms of skills, experience, knowledge, qualifications and work related circumstances.

“Essential” means that the job holder must meet the required standard for good performance i.e. poor performance in these criteria would cause significant problems; and/or there is no time to train a new recruit in these criteria.

“Desirable” means that it would be useful for the jobholder to meet these criteria, however, lack of knowledge or skill would not cause immediate problems; and/or there is time to train a new recruit in these criteria.

The specification will record the main criteria, drawn from a critical examination of the job description. Applicants must meet the essential criteria that can be assessed from the application form before they are shortlisted. Further selection against the desirable criteria may reduce the final shortlist if required.

Every job vacancy must have a person specification, as it will assist in avoiding inappropriate or unfair recruitment. By using the specification, candidates are assessed in relation to the selection criteria and not by direct comparison to each other.

The person specification will be sent to every applicant so that they are able to decide if they meet the essential criteria to do the job before they put forward an application.

Key Elements of the Person Specification

Naturally any criteria contained in the specification must be strictly relevant to the job. The job description should provide the basis from which to select the essential skills, experience, knowledge and qualifications. You will need to think how you will test or assess each criterion.

The Trust’s application to become a disability symbol user requires a commitment to interview all applicants with a disability who meet the essential criteria. It is therefore especially important to exclude any requirements that are not entirely necessary, for example, the holding of a driving licence when the majority of work is hospital based or accessible through public transport.

Firstly, identify any experience, knowledge or qualifications that are specific to the job.
Some examples of requirements are shown below and a blank person specification form is enclosed in the appendices.

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<th>Essential</th>
<th>Desirable</th>
<th>Assessments</th>
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<tbody>
<tr>
<td><strong>Skills/Disposition</strong></td>
<td>Advanced written communication skills</td>
<td>Well developed Interview and presentational skills</td>
<td>Interview and application form</td>
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<td></td>
<td>Computer literate</td>
<td>Knowledge of database applications</td>
<td>Interview and application form</td>
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<tr>
<td><strong>Experience/Qualifications</strong></td>
<td>Degree level education</td>
<td>MSc or further research based NHS topic</td>
<td>Application form</td>
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<td><strong>Work Related Circumstances</strong></td>
<td>Ability to work shift pattern</td>
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<td>Interview</td>
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<td></td>
<td>Participate in on-call rota</td>
<td></td>
<td>Interview</td>
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**Remember.** In order to fulfil our Equal Opportunities obligations, it is important that essential criteria are strictly relevant to the job and would not discriminate on the grounds of gender, age, marital status, social class, colour, race, sexual orientation, ethnic origin, creed, religion or disability.

Beware of indirect discrimination such as specifying 5 years' relevant experience which may prove more difficult for younger applicants with children.

**KSF Outline**

A KSF Outline should be constructed for each post within this Trust as part of job matching and assimilation exercise in 2005. Thereafter, Managers are responsible for ensuring that all staff have a KSF outline for their post. This may involve developing the outline for the individual post or staff group or participating in the development of generic outlines for large staff groups, in conjunction with the KSF work stream.

The dimensions identified with the KSF work stream as being appropriate for the post will also identify the levels of operation to be assessed at the recruitment stage and also used as part of the performance review process.

There are 30 dimensions in total of which 6 are Core and which form part of every post outline. These are as follows:
Core
Communication
Quality
Service Improvement
Personal and People Development
Equality and Diversity
Health, Safety & Security

Of the remaining Dimensions there are 8 General Dimensions some of which will apply to any staff group dependant on their role. These are:

General
People Management
Capacity & Capability
Development & Innovation
Financial Management
Procurement & Commissioning
Services and Procurement Management
Public Relations
Learning & Development

And 16 Specific Dimensions some of which will apply according to their profession. These include Health & Wellbeing, Estates & Facilities and information & Knowledge.

For each chosen dimension, the realistic performance level will need to be set. When reading the level descriptions ask yourself the question:

“Does the job need someone who …”

Each job in Stockport NHS Foundation Trust requires all the core and approximately 3-6 general/specific dimensions to be demonstrated. Level is not dependent on grade but on the knowledge and skills that lead to the accomplishment of the responsibilities of the job. Remember, whatever you set as the target level is what you will be judging the applicants against as you assess their suitability for the role.

KSF cards are available from the Personnel Department to aid you in this process.
**STEP 5**

**DECIDE ON THE PANEL**

Decide now who will assist you to select the appropriate candidate. Other panel members should participate in the recruitment process and you may wish to have their input to the job description, person specification and KSF outline.

For every job there should be a minimum of two members of staff involved in the selection process. At least one member of the panel should have attended the Trust’s Recruitment and Selection Course.

The composition of the panel will be determined by the nature of the post. The chair will usually be the line manager responsible for the vacant post. For more senior posts or those with particular technical or professional content an external assessor with detailed knowledge of the sphere of work may also be required. A Personnel Officer will be available to assist on the panel if this is appropriate, e.g. if you require an external presence if there are internal candidates who you already know well.

You should now contact the appropriate staff to ask for their co-operation and assistance.

*Remember:* You will also need to make a provisional booking for the appropriate venue.
**STEP 6**

**PLAN AND AGREE SELECTION PROCESS AND TIMETABLE WITH DATES**

It is for you and your panel to decide on the process and timetable for recruitment to the vacant post; the Trust recommends the selection methods for the assessment of candidates with are tabled overleaf. The selection process will be covered in more detail in Section 3 but you must plan in accordance with these recommendations. Do consider the following factors:

1. **When will the advert appear?**
   - Dependent on internal/external publications ... are they daily, weekly, monthly?

2. **How far in advance does the advert need to be placed (check with Recruitment Officer)?**

3. **How much time to leave for a closing date?**
   - Recommendation of a minimum two weeks to allow people to apply, complete and return their applications.

4. **When and where will the selection process take place?**
   - Remember to leave time to notify the candidates of the date and for the recruitment office to obtain references.
   - You must also book a room.

The timetable should be agreed with the panel and the recruitment office and will look as follows:

- Advert appears: Date (X)
- Closing date (minimum 2 weeks later): Date (X) + 14 days minimum
- Shortlist meeting/process: Date (X) + 15 days minimum
- Interview/selection: Date(s) (X) + 25 days minimum

**REMEMBER:** You may need to allow additional time for an assessment centre or presentations depending on the job vacancy.
<table>
<thead>
<tr>
<th>LEVEL</th>
<th>INTERVIEW</th>
<th>WORK RELATED TEST</th>
<th>VISIT/TOUR</th>
<th>PRESENTATION</th>
<th>ASSESSMENT CENTRE</th>
<th>GROUPS OR ROLE PLAY</th>
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<tbody>
<tr>
<td>1. e.g. HCA, Clerical Officer, Trainee post</td>
<td>Line Manager</td>
<td>Written/numerical assessment</td>
<td>Visit as part of selection process</td>
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<td>Another member of team</td>
<td>(available from personnel)</td>
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<td>2. First grade professional staff, e.g. Band 5 Nurse, Secretary, Band 5 Physiotherapist</td>
<td>Line Manager</td>
<td>Relevant departmental test, e.g. Typing</td>
<td>Vital as part of selection process</td>
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<td>Another member of team</td>
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<td>3. Junior Management/Supervisory Posts e.g. Band 6 Nurse, Medical Records Supervisor</td>
<td>Line Manager</td>
<td>On topic relating to staff management/or practical problem. Optional use of OHP/Flip chart/PowerPoint</td>
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<td>Senior Line Manager Personnel Representative (optional)</td>
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<td>Line Manager Senior Line Manager Personnel Representative Manager from another department</td>
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### STEPS

<table>
<thead>
<tr>
<th>Steps</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>7. Prepare the advert</td>
<td>Manager</td>
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<tr>
<td>8. Complete request form</td>
<td>Manager</td>
</tr>
<tr>
<td>9. Confirm advertisement appearance and closing date</td>
<td>Recruitment Office</td>
</tr>
<tr>
<td>10. Agree job pack</td>
<td>Manager / Recruitment Office</td>
</tr>
</tbody>
</table>
STEP 7

PREPARE THE ADVERT

1. General

- It is the Trust’s policy that all vacancies will be advertised. The Trust has its own vacancy bulletin that will include all advertisements.

- The vacancy bulletin (JOB SPOT) is accessible via the intranet for Stockport NHS Foundation Trust employees and the internet w.w.w. Stockport.nhs.uk for external organisations and members of the public. A hard copy is distributed to those sites and establishments without electronic access.

- The Personnel Department holds an advertising budget, which may be used for the first external advert for any vacancy. The relevant department must pay for subsequent adverts.

2. Choice of Media

The purpose of the advert is to attract the most suitable candidates and should be drafted in such a way that the potential applicant is able to assess:

- Whether the job and its salary appeal to him or her

- Whether he/she meets the essential criteria required to do the job

Remember: It is not always necessary to advertise externally as there may be suitable internal candidates who are ready for promotion/change, etc.

Set out overleaf is the most commonly used media:
<table>
<thead>
<tr>
<th>Media</th>
<th>Frequency</th>
<th>Indicative Cost (2007)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Bulletin 'JOB SPOT'</td>
<td>Updated daily</td>
<td>Nil</td>
<td>All vacancies advertised here, accessible via intranet and internet. Weekly hard copy circulated to those Trusts/Job Centres/organisations who do not have electronic access.</td>
</tr>
<tr>
<td>Manchester Evening News</td>
<td>Weekly, Thursday</td>
<td>£1,136</td>
<td>Wide coverage of all Greater Manchester, useful for professional and support staff.</td>
</tr>
<tr>
<td>Nursing Times</td>
<td>Weekly, Tuesday</td>
<td>£880</td>
<td>National coverage - useful if range of posts to fill. Likely to be seen by most qualified nurses</td>
</tr>
<tr>
<td>Health Service Journal</td>
<td>Weekly, Thursday</td>
<td>£1,110 – £2,770</td>
<td>National coverage - effective for senior management position or specialist post. Also for those posts requiring previous NHS experience.</td>
</tr>
<tr>
<td>Stockport Express Advertiser</td>
<td>Weekly, Wednesday</td>
<td>£672</td>
<td></td>
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<tr>
<td>Biomedical Scientist</td>
<td></td>
<td>£736</td>
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<tr>
<td>Frontline</td>
<td></td>
<td>£576</td>
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<tr>
<td>Royal College Midwives</td>
<td></td>
<td>£640</td>
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<tr>
<td>British Journal Occupational Therapists</td>
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<td>£608</td>
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**Note:** The indicative cost is based on a 8cm x 2 column display, with no logo and does not include VAT
3. Writing the Advert

The purpose of the advert is:

- to attract **ATTENTION** and make people read the ad
- to hold that attention and arouse **INTEREST**
- to develop that interest and so arouse a **DESIRE** to have the job
- to stimulate that desire into positive **ACTION**

A good advert will ensure that potential candidates can decide if the job is suitable for them as well as promote the Trust and your service.

You should try to find a unique selling point or perhaps some other benefits such as training or career progression opportunities that will make the position more attractive.

Adverts, written in plain English, should be drawn from information contained in the job description and person specification and should include:

- **Job title** - is this easily recognised or does it need to be explained
- **Hours to be worked**
- **Salary and/or Band** - Remember Bands can be misleading to people from outside the NHS
- **Brief outline of key responsibilities** - Be wary of assuming that people will automatically know from the job title
- **Essential applicant requirements** - To quickly assist the reader to assess his/her suitability for the post
- **Who to contact for further information/how to apply** - Make sure anyone who may answer the phone for informal enquiries is aware of the advert and has relevant information to hand
- **Closing date** - usually two weeks from the insertion (but can close earlier if overwhelming response)

**Note:** It may be useful to look through the media you intend to advertise in, giving you more of a ‘feel’ for your target audience and to see against whom you will be competing for the best possible candidates.

If you would like help in composing the advert your Recruitment Office will be pleased to assist. The advertising agency is also able to provide their expertise in this area.
STEP 8

COMPLETE THE REQUEST FORM

You are now ready to complete the ESR 010 Recruitment Review Form to confirm approval for recruitment. This should be signed by the Ward Manager and Head of Department and sent to the Finance Department for approval.

Remember to send:

- Recruitment Request Form (including advert outline)
- Job Description
- Person Specification
- KSF Outline
STEP 9
CONFIRM ADVERT APPEARANCE AND CLOSING DATE

The Recruitment Office (in conjunction with yourself) will consider whether your vacancy is hard to fill or not and then classify it as Enhanced, Standard or Popular.

For Enhanced vacancies the Recruitment Office may discuss with you a strategy for the most effective advertisement in conjunction with the advertising agency. The Recruitment Office will finalise the advert and liaise with the agency to ensure it appears as soon as possible in the publication. The vacancy will appear immediately on the intranet/internet site.

The Recruitment Office will thus confirm the following points with you:

- Date the advert will appear in the agreed media
- Reference number
- Closing date for all applications
- Who will be charged for the advert

For Standard vacancies the Recruitment Office will place the advert in one publication in a corporate style. The Recruitment Office will liaise with the agency to ensure it appears as soon as possible in the most appropriate publication. The vacancy will appear immediately on the intranet site.

The Recruitment Office will thus confirm the following points with you:

- Date the advert will appear in the media
- Reference number
- Closing date for all applications
- Who will be charged for the advert

For Popular vacancies the Recruitment Office will place the advert in one publication in a semi-display style only. The Recruitment Office will liaise with the agency to ensure it appears as soon as possible in the most appropriate publication. The vacancy will appear immediately on the intranet site.

The Recruitment Office will thus confirm the following points with you:
• Date the advert will appear in the media
• Reference number
• Closing date for all applications
• Who will be charged for the advert

Request for Job Application Packs:

The Recruitment Office is responsible for the issue of all job application packs by post or in person or online (can be downloaded from the intranet/internet by individual).

For Enhanced vacancies, all requests for application packs via the job line will be issued within 24 hours.

For Standard vacancies, all requests for application packs via the job line will be issued within 48 hours.

For Popular vacancies, all requests for application packs will be by stamped address envelope only, provided by the candidate, which will be filled and issued within 24 hours of request.

Note: The Personnel Department will generally cover the cost of the first external advert, but subsequent adverts will be paid for by the relevant department. As a rule the majority of standard vacancies will be advertised on the NHS Jobs and the Trust’s intranet/internet for 2 weeks prior to media advertising.
STEP 10

AGREE THE JOB PACK

The recruitment office will prepare a job file for each vacancy and will ensure that each applicant receives the following information

For **Enhanced** vacancies:

- Glossy Folder including:
  - Covering letter
  - Application form and guidance notes
  - Job description
  - Person specification
  - KSF Outline
  - Department profile/objectives/organisational charts
  - Trust information
  - Stamped Address Envelope

For **Standard** Vacancies:

- Covering letter
- Application form and guidance notes
- Job description
- KSF Outline
- Person specification

For **Popular** Vacancies:

- Covering letter
- Application form and guidance notes
- Job description/ Person specification/KSF Outline
### SECTION 3 ASSESS

**STEPS**

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<td>12. Invite shortlisted candidates to attend</td>
<td>Recruitment Office</td>
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<td>13. Prepare for selection process</td>
<td>Manager</td>
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<td>14. Housekeeping</td>
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<td>15. Interview/Assessment Skills</td>
<td>Manager &amp; Panel</td>
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STEP 11
SHORTLISTING

For all vacancies the panel must keep a record of each applicant and how they compare against the criteria using the Short listing Details Form and/or on-line using the short listing tool. The panel must also record decisions made, and the reasons for them.

For Enhanced/Standard/Popular vacancies:

- During the morning following the closing date, all applications will be sent to the panel chair by hand or Porter, or alternatively, may be collected from the recruitment office. It is recommended that wherever possible, Line Managers collect application forms from the Recruitment Office personally. (On-line short listing will be phased in during summer of 2007).

- You should shortlist applicants using the person specification and the Short listing Details Form (or on-line). The Recruitment Office will identify any work permit/disabled applicants. Work permits can only be applied for hard to fill (normally full time) posts, requiring specific qualifications or skills.

- If any applicant indicates that they have a disability and they meet the essential criteria laid out in the person specification then they should be shortlisted automatically.

- If a large number of applicants meet the essential requirement you may shortlist further using the desirable requirements.

- You should then return all paperwork (completed Interview Details Form, Short listing Details Form and all Application Forms) to the Recruitment Office within 48 hours, allowing candidates a minimum 10 days notice of the interview date. Or alternatively using the online facility.

Remember: Application forms are confidential. They should only be read by members of the panel and should not be left lying around.

The short listing process should be agreed by the selection panel and should represent the consensus decision.
There are a number of questions that are often raised at this stage:

**What if only a few applicants or even only one applicant meets the essential criteria in the person specification?**

You should still interview the suitable candidate. In any selection process you should be matching the candidate to the specification, not against one another.

**What if no one meets the essential requirements?**

You must re-advertise the post. Consider the following points before starting again:

- Are the essential requirements on the person specification realistic?
- Could the advert be improved?
- Was the advert put in the right place at the right time?
STEP 12

INVITE SHORTLISTED CANDIDATES TO ATTEND SELECTION PROCESS

Once short listing is completed, send the original applications with the Short listing Details Form and Interview Arrangements Form to the Recruitment Office.

For Enhanced candidates, the Recruitment Office will send out interview letters and reference requests within 24 hours, giving all necessary details, including:

~ Date and time of selection process
~ Venue
~ Who to report to on arrival
~ Map
~ Health Questionnaire & Disclosure Form
~ Details of any presentation/tests, etc plus guidance notes (see Step 13)
~ An enquiry about special needs/requirements at interview

Candidates will have a minimum of 10 days notice.

- The Recruitment Office will send for references using a standard Reference Request Form. If you require references to be tailored to your particular post, ask for a specific letter. References not yet received will be chased up in time for the interview date.
- Application packs for each member of the panel will be forwarded within 72 hours of the interview date.
- The Recruitment Office will forward any references received to the Panel Chair on the morning of the interview.

For Standard candidates, the Recruitment Office will send out interview letters and reference requests within 48 hours, giving all necessary details, including:

~ Date and time of selection process
~ Venue
~ Who to report to on arrival
~ Details of any presentation/tests, etc (see Step 13)
~ An enquiry about special needs/requirements at interview

Candidates will have a minimum of 10 days notice, depending on receipt of shortlist.

Application packs for each member of the panel will be forwarded within 48 hours of the interview date.

For Popular candidates, the Recruitment Office will send out interview letters (no reference requests) within 48 hours, giving all necessary details, including:

~ Date and time of selection process

~ Venue

~ Who to report to on arrival

~ Details of any presentation/tests, etc (see Step 13)

~ An enquiry about special needs/requirements at interview

Candidates will have a minimum of 10 days notice, depending on receipt of shortlist.

Application packs for each member of the panel will be forwarded within 48 hours of the interview date.
**STEP 13**

**PREPARE FOR SELECTION PROCESS**

1. **Work Related Tests**

Decide on an appropriate work related test from the normal duties associated with the job:

- copy typing
- a simple in-tray exercise to consider prioritising work
- the standard written/numerical interview assessment
- a simple practical test if manual dexterity or eye/hand co-ordination are essential

Ensure that all the appropriate materials are available for carrying out the relevant test and that rooms are available where the applicant will not be disturbed. It is important that all candidates are treated the same and therefore carry out the tests in identical conditions.

**Remember:** If you have a disabled candidate, further consideration should be given to the timings and types of test and some adaptations may be required.

2. **Visit/Tour**

- Who will take candidates round the department?
- What areas/duties is it important to let them see?
- How long is available?

Arrange tour and guide in advance.

3. **Presentation**

You and the panel may need to decide on a presentation topic that will help to assess the candidates. The presentation should not last more than 10 minutes and you should match the topic to a key aspect of the post. It is unfair to expect external candidates to have a detailed knowledge of the Trust so ensure that topics are general.
Candidates should all be given the same information brief and an indication of the purpose and expectations you have for the presentation. Instructions should include details of how long the presentation should last and guidelines of how much preparation time should be involved. They should also be told what audio visual equipment is available to them.

4. Group Exercise

For more senior jobs or those where inter-relationships with others is of key importance, it may be useful to organise an observed group exercise. There are a number of “off the-shelf” packages held by the Organisational Development Manager and guidance will be given on how to apply and assess the candidates.

5. Role Play

For more senior posts, or those where influencing and negotiating skills are essential, an observed role-play may be useful. Here you should write a short scenario relating to the post that will allow the candidate to demonstrate behaviours relevant to the dimensions you wish to assess. The scenario should be given to the candidate allowing them an appropriate amount of time to prepare for the role-play. It is important that each candidate has exactly the same instructions and amount of time to prepare. It is also advisable that each applicant should role-play with the same person in order to ensure consistency in approach. During the exercise the candidate's behaviour should be observed and recorded against the relevant dimensions. The Organisational Development Manager will provide advice and assistance where necessary.

6. Interview

This is the area that is common to all levels of staff and again, careful planning in advance should ensure that this time is used to the maximum benefit. As the manager you will normally chair the panel, and ensure that the KSF R&S Framework is used as the recruitment tool.
**STEP 14**

**HOUSEKEEPING**

As the manager, and chair of the selection panel, you must ensure that certain physical requirements are met. Most people who apply for jobs find the selection process a daunting experience. It is important to help them feel comfortable from the time they arrive to the time they leave.

~ Make sure whoever is ‘greeting’ the applicants has a list of their names and interview times.

~ Ensure that equipment is in good working order and that a member of the panel can set it up for the candidate.

~ Make allowances for candidates’ need to travel to and from different rooms.

~ Arrange refreshments for the panel/candidates where appropriate.

**The Venue**

- Arrange the room in the most appropriate manner to avoid barriers being created between the panel and the candidate.

- Ensure the avoidance of interruptions from personal callers or telephones/bleeps, etc.

- The Recruitment Office will notify you should any candidate require special access/facilities, e.g. a disabled applicant should be able to gain entry to the venue independently.
**STEP 15**

**Interview/ Assessment skills and Developing Questions**

Knowledge/ skill based interviewing is based on the premise that past performance is the best predictor of future success in the job, if the job has been correctly scoped and the data provided by the candidate is relevant and recent. Many interviews focus only on the knowledge and experience of the candidate; this is very often why the candidate selected does not live up to expectation.

**Interviewing Skills**

There are a number of skills that make an effective interviewer:

1. **Recognising Valid Evidence**

What is valid evidence? This is when a candidate gives examples of things they have done setting out a circumstance, an action and a result (C.A.R.). You must try to obtain a complete example:

- **CIRCUMSTANCE:** a recent situation where relevant behaviours were or could have been demonstrated e.g. a project or important task.
- **ACTION:** taken by the candidate, not by others, “I” not “we” – this equates to the behaviour you are measuring.
- **RESULT:** the outcome of the candidate’s actions, whether positive or negative.

By collecting evidence of **C.A.R.s** you avoid invalid evidence such as vague statements, opinions, hypothetical situations and future intentions.

Advantages of using C.A.R. approach are:

- Clear and precise.
- Easier to assess evidence.
- Reduces faking.
- Can assess difficult Dimensions.
- Reduces bias in interviewer.
- Candidates feel you have been thorough.
2. Preparing and Asking Questions

Questioning in an interview is about eliciting information or collecting evidence, which demonstrates that someone has or has not got the skills and knowledge needed, as required by the person specification.

There is a range of types of questions that produce different sorts of response from interviewees. Interviewers need to be able to devise questions that help them obtain the necessary information.

In order to assist managers in preparing for interviews, an Interview Guide has been prepared that identifies specific starter questions for each dimension at each level. Each question has follow up questions that will enable the interviewer to identify behavioural evidence in the form or a C.A.R. When preparing for the interview, select the most appropriate questions for each dimension, ensuring that they are relevant for the job.

If you wish to develop your own questions decide on the behaviours that you are looking for evidence of and change the behaviour statement into a question e.g.

Target Behaviour: Collaboratively works with the patient, probes to find out their real, underlying needs and ensures these are met.

Starter Question: Tell me about a time when you have worked with a patient to find out their real underlying need?

Follow up Questions: What did you do? How? What did you do then? How did you ensure their needs were met? Who else was involved? How did the patient respond? Etc.

Starter questions

These are used to get the candidate talking, leaving an open field in which to answer. They are useful as the first question in identifying the circumstance, using the ‘funnelling technique’ whereby questions get more specific as they home in on the area in which the questioner is particularly interested.

- “Tell me about...”
- “What happened when...?”
- “Give me an example of...”

Follow-up questions

These questions collect evidence of the actions the candidate has taken. They are the questions that can tease out the really interesting areas and details of a particular topic.

Following an open question, they allow the questioner to “narrow the funnel” and concentrate on specific areas.
• “What happened then?”
• “How did you...”?
• “Who was involved?”
• “What was the result?”

**Summaries**

It is often very useful to reflect back to an individual what has been said, to obtain clarification and ensure that you have understood them. It also allows someone to add to their initial response by giving them further information.

• “You didn’t seem to enjoy that experience?”
• “Are you saying that...”?
• “You say that he over-reacted?”

**Questioning Process**

- **INTRODUCE** Dimension to be investigated.
- Ask first **STARTER** question.
- Ask **FOLLOW UP** questions until a complete **C.A.R.** is obtained.
- **ASK** further questions until enough **C.A.R.s** are obtained for the Dimension.
- Move on to the **NEXT** Dimension.

Move smoothly between questions, trying to link the starter questions to areas on the application form, or experiences outlined by the candidate.

Some questions may ask for an example of where something did not work out, but the balance should be in favour of those that ask for positive evidence. You should always start with asking for a positive example. However, where you are getting a very strong impression of a candidate’s ability, either positive or negative, ask for contrary evidence i.e. an example opposite to the impression you are gaining.

**Job related questions**

If you have decided to ask questions to confirm their knowledge and experience of particular areas of work make sure you are able to assess and evaluate their answers.

It is often useful to write out the questions and then decide on what would be considered excellent, standard or poor responses to the questions.
Questions to Avoid

• Closed questions

Elicit a Yes or No response and have limited application.

• Leading questions

Lead the subject to give the answer they believe the questioner wants to hear. For example:

“I suppose you checked it out first?”

“I take it you didn’t have any trouble sorting it out?”

• Multiple questions

Where two or more questions are asked at once. Candidates find these confusing and will often only answer part of the question. For example:

“So why did you go there and how long were you there?”

“What did you do? Did you have a chance to carry on your research?”

• Hypothetical questions

Hypothetical questions ask the respondent to comment on an imaginary situation set out by the questioner. They therefore can elicit whether or not an individual knows what to do in a given situation but cannot discover if that is the course of action that would be followed in a real-life situation. It is much more useful to ask a person to describe how they have dealt with situations in the past and, by probing, get them to give all the details required. For example:

“What would you do if a member of the public became abusive towards you?”

becomes

“Tell me about a time when a member of the public became abusive towards you?”

In view of their limited usefulness, hypothetical questions are surprisingly popular with interviewers. They can be useful to confirm knowledge of procedures, finding out how an individual’s mind works on technical problems, or getting an individual to transfer their existing knowledge/experience to a new area of work.

BUT they will normally get a hypothetical answer, which cannot be relied on to decide whether an individual really can do or would do a particular thing. In general, they should be avoided.
Unfocused or general questions

Questions that are unfocused or too general result in the candidate waffling and giving vague answers. For example:

“How did you make decisions?”

“How do you go about…?”

Illegal or discriminatory questions

Ensure all questions relate to the requirements of the job from criteria on the person specification. Each candidate should be asked the same starter questions in order to ensure consistency in approach. Decisions should be made objectively using the evidence collected. Decisions that are subjective leave the way open for unlawful or unfair discrimination. Questions should be suitable for all candidates. If you have any doubts about the suitability of a question then it is probably best not to ask it. For example:

“Have you any domestic commitments which might make it difficult to work split shifts?”

“Did you find it hard being an Asian worker in a predominantly white hospital?”

3. Listening and Responding

The answers that candidates provide to your questions will provide the evidence on which you are able to base your assessment. It is important that you allow the candidate time to talk and give you full answers. Only use further questions when it is necessary to probe, control or lead onto the next topic. A common fault is for the interviewer to work too hard, talk too much and hence reduce the amount of evidence collected from the candidate. Resist the temptation to fill silence and allow the candidate time to think and reply.

Concentrate on “how” as well as “what” the candidate is saying, in order to do this you will need to position yourself so that you can see the candidate clearly.

Demonstrate to the candidate that you are listening by asking questions that relate to things they have told you, by reflecting on appropriate points and summarising to test your understanding.

If the candidate is diverting from the subject it may be necessary to interrupt them. Do so by explaining the need to move on to other areas. Remember that while you are trying to interrupt you will not be listening to the content so you may miss important information.
4. Relaxing the Candidate

It is important that you relax the candidate during the interview. This will enhance the reputation of the Trust and make the candidate want to work for you. A relaxed candidate is more likely to give you information about what they cannot do which will help you to make a risk assessment.

Help the candidate to relax by looking interested, make eye contact and using positive body language. Head nods, tone of voice and ‘uh-huh’ noises create and encourage an interested atmosphere.

Be sympathetic to difficult evidence and praise their achievements. It is important that your responses come across as genuine.

5. Note Taking and Documentation

During the interview you will need to take notes to help you remember the evidence the candidate gives you. It is easy to forget what someone said in an interview, particularly if you are interviewing more than one candidate in a day. You should record key words only, not verbatim, and make notes consistently throughout the interview. Make sure that you explain to the candidate why you are taking notes.

When you set up the interview room ensure that it will be comfortable for you to take notes, you may find it useful to use a clipboard. Position yourself so that you are able to maintain eye contact with the candidate whilst making your notes.

Immediately after the interview, an assessment form should be completed for each candidate. This ensures a written record and will assist in deciding on the successful applicant. The Interview Assessment Form should be used.

When completing the assessment form, you should record by ticking/crossing all the positive/negative behaviours you have collected evidence of during the interview. On the summary page you must record examples of the evidence and any other relevant comments that will aid you and the panel in your decision-making. The rating system to be used is discussed in Step 16.

If you are recruiting at a senior level and using a number of selection methods, other recording forms will be necessary. These are set out in the Guide to Assessment Centres.

You may be required to produce the assessment form as evidence of fair practise and compliance with law.

6. Structuring the Interview

Before the interview, the panel need to agree the role of each panel member and who will be asking what questions. Normally the manager will take the role of the lead interviewer and therefore cover the introduction and close.


**Introduction – 5 minutes**

Greet and relax the “candidate”, introduce yourself and the other panel members. Explain:

- The objective is to share information.
- The structure will be a brief review of experience, followed by criterion-based questions.
- You will be taking notes.
- There will be an opportunity at the end to ask questions.

**Review of Experience & Knowledge – 5-10 minutes**

During this part of the interview you will also identify situations to discuss during the competency based questions.
Clarify any issues from the application form e.g. gaps in employment.
Identify any disabilities and clarify if they need particular help or adaptations to undertake work.

**Dimension Based Questions – 10-20 minutes (per competency)**
Collect C.A.R.s.

**Close - 10 minutes**

The interview should be brought to a close by giving the candidate the opportunity to ask any questions and checking the following information:

- Occupational Health requirements
- When and how you will let candidates know outcome of selection
- Confirming receipt of references or checking if further information required which may lead to delays in offer, e.g. CRB clearance
- Site issues such as car parking, no smoking
- Particular details on terms and conditions
- Evidence to work in the UK
- Disability adjustments
- Corporate Induction programme
- Notice period they are required to give
### SECTION 4  APPOINT

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<td>18. Verbal offer to successful candidate</td>
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**STEP 16**

**DECIDE**

**General Points**

- Decisions about selection are not to be made until all interviews are completed.
- The panel should aim to reach a consensus decision.
- Each panel member should complete their own assessment of each candidate and the panel as a whole should compare their findings.
- For senior jobs the external adviser/assessor should be asked for an opinion if any candidate falls below the minimum professional requirement.
- Candidates can be appointed when they meet the full range of essential requirements following the selection process.

**After the Interview**

Each panel member should complete an assessment form and evaluate the evidence independently. When completing the assessment form, tick/cross all of the positive/negative behaviours of which there was evidence gained during the interview. On the summary page, record examples of the evidence and any other relevant comments that will aid the panel in their decision-making.

All Panel Members must reach a consensus of opinion on the most competent candidate for appointment

Rate the evidence for each criterion against the standards for the position using the following:

- **S** Strength
- **C** Competent
- **CD** Could be developed to meet requirements
- **U** Unacceptable
- **N** No evidence

If panel members disagree, check back to the understanding of the dimension definition and criteria standards expected.

Successful candidates will need to be assessed as Competent or Strength in all of the essential criteria. They may have areas that require some development in the desirable criteria.
**Outcomes**

(i) **No suitable candidate**

The job may need to be re-advertised. Check with the panel that the person specification, job description and the advert still meet the requirements.

(ii) **Too many suitable candidates**

If there are a number of candidates who meet the essential criteria, they should be ranked by the panel. The desirable criteria will also need to be taken into account. Where possible suitable candidates can be held on file for future suitable vacancies.

(iii) **Select one suitable candidate**

The panel should agree on the candidate to be offered the post and decide if a second choice candidate could be offered if necessary.

*Remember:* If the most suitable candidate has declared a disability you may now need to make reasonable adjustments. Contact the Personnel Department and Occupational Health for further advice.
STEP 17

CONSIDER REFERENCES

Wherever possible, references will have been obtained before the selection process takes place and will therefore be available at the end of the process.

Should written references not be available by the day of the selection process, Managers must seek at least one verbal reference prior to verbal offer of employment.

References must be obtained from previous NHS employer, the current or most recent employer and any previous NHS employer

Panels are advised to use references to confirm a decision rather than as means of ranking candidates.

*Remember:* There could be many reasons for exceptionally good or poor references. Employers may be tempted to over-rate a candidate whose employment they wish to terminate or be unduly critical or bland about someone they wish to keep.
STEP 18

VERBAL OFFER AND PRE-EMPLOYMENT MEDICAL ARRANGEMENTS

Once the selection process is complete and a decision has been taken and you are in receipt of satisfactory references, you will be in a position to make a verbal offer to the successful candidate.

- You should normally arrange to contact all the applicants by telephone at an agreed time as part of the interview.

- For successful candidate, a verbal offer can be made subject to satisfactory references, occupational health clearance and CRB check where appropriate. Please see Appendix 2 for guidance on the documentation that needs to be verified and checked before employment commences.

- Explain to the successful applicant that the written offer letter subject to the above clearances will follow from the Recruitment Office. This will include details of how to make an appointment for a health check.

- Explain you may need to check Pin No., GMC details, professional status etc if information has not been brought with them as requested in interview letter.

Unsuccessful candidates

- You should also contact all unsuccessful candidates following the selection process and, on request, give reasons for non-selection

- Feedback should be given sensitively and carefully and must only be based on the evidence seen and heard by the whole panel, e.g. describe what the person said at interview in response to a particular question.

- Do not include comments made on confidential references.

- Details of other candidates must not be discussed.

- If an Assessment Centre has been used then further detailed feedback can be obtained from the Organisational Development Manager.
**STEP 19**

**COMPLETE APPOINTMENT DETAILS**

Following the interview you must complete the ESR 020 Successful Applicant Form and return with all of the application forms and interview notes to the Recruitment Office.

For **Enhanced** successful candidate, a written offer of employment, subject to all the pre-employment clearances, will be issued within 24 hours by the Recruitment Office.

For both **Standard** and **Popular** successful candidate, a written offer of employment, subject to all the pre-employment clearances, will be issued within 48 hours by the Recruitment Office. Please see **Appendix 2** for guidance on pre employment documentation that needs to be verified and checked.

Successful candidate will be booked onto the Corporate Induction programme by the Recruitment Office, in line with the start date.

Manager will receive all relevant paperwork associated with new employee prior to start date in order to make up a personal file.

A **Contract of Employment** will be issued to new employee, by the Recruitment Office, within 8 weeks of commencement in post.

The vacancy file, held within the recruitment office, will contain the original application forms, notes and other details of the process. This information will be retained for thirteen months and can be referred to if unsuccessful candidates make any subsequent claims of unfairness or discrimination.
**STEP 20**

**ARRANGE APPROPRIATE LOCAL INDUCTION**

Following the appointment, you have a number of key tasks to complete in readiness for the new employee.

- Check that other staff know who is appointed and when they will start (Team Brief/departmental meetings, etc.)

- Ensure that the new member of staff has stationery/desk/locker/uniform or whatever they need to feel expected and welcome on the first day.

- Using the evidence collected during the recruitment process about the new employee make appropriate plans to ensure that any developmental needs are addressed. It is good practise to give the new employee feedback from the interview and other selection tools used. Explain to them what they did well so that they are encouraged to continue with those behaviours. Then motivate them to improve in any appropriate areas by explaining how you plan to help them develop.
**STEP 21**

**FIRST DAY IN THE DEPARTMENT**

- The new employee will have been given ESR forms to complete and will be collected from them at Induction Programme on their first day, by the Recruitment Team. These will then be handed to the Payroll Team who will ensure that the appropriate details are entered onto the ESR system including GMC and PIN.

- The original application form, references, OH Fit slip, job profile, person specification and KSF outline and one copy of the offer letter will be sent from the Recruitment Office. You must use this as the beginning of the personal file. Remember this is the prime employment document where appraisals, sickness details and disciplinary records are kept so it is important to set it up carefully at the outset.

- Managers should be in receipt of an induction checklist that should be completed with new employee to ensure they have all necessary details. A copy of the completed form should be retained on the personal file. An example of the Induction checklist is enclosed in the appendices.

- The new member of staff will have been asked to bring appropriate certificates confirming professional qualifications/registrations/birth/marriage etc. at interview. Managers must ensure that these have been verified and copies retained on personal file.

- Copies of GMC, Pin No’s, and professional qualifications should be photocopied and placed on file, details of which should be entered onto ESR.

- Have a discussion with the new member of staff about the feedback from the selection process, explaining any development plans that you have for them.
Appendix 1.

EMPLOYING DISABLED PEOPLE

GUIDANCE NOTES

Although every effort has been made to set out necessary details as part of the main guide, this Appendix has been designed to give relevant supplementary information. It is hoped these notes will highlight some of the additional issues, which need to be considered when recruiting disabled people.

1. Advertising

Recruitment Office will ensure job advertisements are appropriately placed and sent to the Disability Employment Advisor, who will ensure suitable applicants with disabilities have access to them.

2. Application Form

The application form provides the opportunity for the disabled person to indicate any disability. Managers need to look for this when short listing especially as one of the criteria for gaining the disability symbol is to guarantee an interview to all disabled applicants, who meet the essential criteria in the person specification.

The letter inviting for interview also asks applicants:

“If you are disabled and have any special needs which we need to accommodate at interview, please could you contact us on the number below and give details e.g. if you need a wheelchair accessible interview room or have a speech or hearing difficulty?”

A disabled person applying for any job should be assessed on his/her ability to carry out the job successfully. An applicant should not be rejected solely because he/she can only do the job if certain aids are provided.

3. Job Description and Person Specification

When drawing up the job description and person specification take care not to introduce unnecessary job requirements that may serve to exclude disabled people. It is important to examine flexibility in the job, e.g. is it necessary that everyone can answer the phone or for all to have a high degree of mobility?

Disabled people often have excellent qualifications but little or fragmented work experience. When looking at their application consider how alternative situations and experiences may have given them transferable skills e.g. voluntary activities, training situations, personal or leisure activities.
4. Interview

The majority of disabled people need little or no special support for an interview. Points to consider at the interview stage:

* Most people are anxious at interview, some disabled people are even more anxious because they are so used to being rejected on the grounds of their disability.

* Is the interview venue accessible to wheelchair users or people with sensory impairments?

* Make it clear to disabled applicants that they can be accompanied by an advocate if they wish.

* Can the person get to the interview room, do they need to be met, e.g. if they have difficulty reading signs?

* Ensure any other practical arrangements are made for interviewing applicants with disabilities and that the interview panel are aware of arrangements made.

* People who are disabled often have ways of managing their disability and would welcome the opportunity of discussing how they propose to do so within the context of the job they have applied for. It is acceptable to ask for example:

"You have indicated on your application form that you have a disability. Is there anything you would like to tell us about your disability, which in your view affects your ability to carry out the duties of this post."

5. Reasonable Adjustment

As an employer, the Trust is requested to take any steps, which are reasonable to overcome any substantial disadvantage to a disabled applicant or employee caused by the employer's premises or employment arrangements.

Reasonable adjustments could include:

- Making adjustments to premises.
- Allocating some of the disabled person's duties to another person.
- Altering a person's working hours.
- Modifying equipment.
- Transfer the person to another place of work.
- Supply additional training.
- Alter instructions for reference manuals.
- Provide supervision or support for safety/security reasons.
- Allow absences during working hours for rehabilitation, assessment or treatment.

It is in these areas that the Trust will need to look carefully in order to plan for appropriate expenditure. Health and Safety issues may also need to be addressed.

As with all new appointees disabled people will need to have an occupational health check.

6. Induction

When anyone joins a new organisation it is expected that they will take sometime to adjust to their job and environment. When a disabled person has accepted a job, offer them the opportunity to discuss their employment needs before starting.

A well planned induction is important for all new employees, for a disabled person it is an excellent way of giving them confidence and easing them into the work environment.

It is important to identify any particular needs as early as possible after appointment, since the arrangement of some facilities may take some time. Where it is known that someone with a disability is to be appointed, establish with the individual concerned and with the relevant Personnel Officer, what provision needs to be made.

Points to consider:

- Help visually impaired people to learn "routes" into the building, staff restaurant, toilets etc. If a person has a guide dog, suitable accommodation will need to be provided for it.
- Give people who need to take medication the opportunity to do so in private.
- Arrange training for colleagues of a newly appointed hearing impaired person to familiarise themselves with methods and communication;
- Remember when communicating with a person with a learning disability that vocabulary is important - instructions should be ample but specific.
- Check the building is accessible (e.g. location of parking spaces) when appointing a person with a mobility disability.
- After full consultation with the person concerned and with their consent, brief colleagues on any first-aid implications of hidden disabilities such as epilepsy, diabetes.
7. Health and Safety Issues

Managers should ensure that the needs of people with disabilities are taken into account when considering means of escape from a Department during an emergency.

Points to consider:

- Make sure that any new member of staff is made aware of emergency procedures. This should include knowing how to raise the alarm and where escape routes are situated.

- Ensure that escape procedures are effective in meeting the needs of disabled members of staff and are well known (discuss the best method with the disabled people themselves) and communicate this information to all members of staff in the Department.

- Install visual warning systems for people with impaired hearing.

- Appoint someone in the Department to assist a disabled member of staff in the event of a fire.

- In the event of a fire/incident inform the local fire station and police of the location of any member of staff with a mobility, hearing or visual disability.

- All arrangements in the event of a fire and other emergencies should be discussed with the Health and Safety Department.

8. Further Guidance Available

Personnel will be able to provide further detailed guidance and should be consulted for assistance at the interview stages. They also have contacts with other agencies who deal with additional aids or adjustments, which may need to be made.

If you have any queries about the procedures contact Personnel at short listing stage.
Verification of Identity

Pre employment checks Guidance

Verification of identity checks are designed to:
- determine that the identity is genuine and relates to a real person
- establish that the individual owns and is rightfully using that identity

The NHS uses two methods for verifying identity: requesting original documents and checking an individual’s personal details against external databases.

Prospective employees must provide acceptable documents containing their photograph, such as a passport or UK driving licence, and acceptable documents providing their current address. A face-to-face meeting is also an essential part of the verification process.

Employers must record the outcome of the checks using Electronic Staff Record (ESR), where available, confirming that identity has been verified in accordance with these standards.

Some documents are more reliable than others and only certain documents, in certain combinations, are acceptable for verification of identity.

Prospective employees will need to provide either of these two combinations:
- Two forms of photographic personal identification and one document confirming their address
- One form of photographic personal identification and two documents confirming their address.

All documents must be originals, or copies of originals certified by a solicitor.

Where a signature has not previously been provided, for example because of an e-application, the individual should be asked to provide it at interview for checking against relevant documentation.

All documents provided must be photocopied and retained on file.

The person taking the copy must sign and date the copy to show it has been certified.

Acceptable Documents

<table>
<thead>
<tr>
<th>Photographic Personal Identification</th>
<th>Confirmation of Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current UK (Channel Islands, Isle of Man or Irish) passport or EU/other nationalities passport</td>
<td>Recent utility bill (gas, electricity or phone) or a certificate from a supplier of utilities confirming the arrangement to pay for the services on pre-payment terms (note: mobile telephone bills)</td>
</tr>
<tr>
<td>Document Type</td>
<td>Acceptability</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Passports of non-EU nationals, containing UK stamps, a visa or a UK residence permit showing the immigration status of the holder in the UK</td>
<td>Local authority tax bill valid for the current year</td>
</tr>
<tr>
<td>Current UK (or EU/other nationalities) photo-card driving licence (providing that the person checking is confident that non-UK photo-card driving licences are bona fide)</td>
<td>Current UK photo-card or old-style driving licence (if not already presented as a personal ID document)</td>
</tr>
<tr>
<td>National ID card and/or other valid documentation relating to immigration status and permission to work.</td>
<td>Bank, building society or credit union statement or passbook containing current address</td>
</tr>
<tr>
<td>*** Any document that is not listed above (i.e. an organisational ID card) is not acceptable.</td>
<td>most recent mortgage statement from a recognised lender</td>
</tr>
<tr>
<td>Current benefit book or card or original notification letter from Department of Work and Pensions (DWP) confirming the rights to benefit</td>
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</tr>
<tr>
<td>Confirmation from an electoral register search that a person of that name lives at the claimed address</td>
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<tr>
<td>Court order</td>
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<tr>
<td>*** The date on these documents should be within the last six months (unless there is a good reason for it not to be, e.g., clear evidence that the person was not living in the UK for six months or more) and they must contain the name and address of the applicant.</td>
<td></td>
</tr>
</tbody>
</table>
What if no acceptable photographic documentation is available?
If an individual seems genuinely unable to provide any acceptable photographic personal identification, then the individual must provide the following:

Two forms of non-photographic personal identification

And

Two documents confirming their address

All four documents must be from a different source.

In addition to these 4 documents - they will need to provide a passport-sized photograph of themselves, endorsed on the back with the signature of a ‘person of standing’ in their community who has known them for at least three years. A ‘person of standing’ could be a magistrate, medical practitioner, officer of the armed forces, teacher, lecturer, lawyer, bank manager or civil servant.

The photograph should be accompanied by a signed statement from that person, indicating the period of time that the individual has been known to them. Always check that the signature on the statement matches with the one on the back of the photograph and that it contains a legible name, address and telephone number. A copy should be taken and retained on file. All copies should be signed, dated and certified by the person taking the copy. It is good practice to contact the signatory to authenticate the details of the statement.

Acceptable Non Photographic Documents

<table>
<thead>
<tr>
<th>Non – Photographic Proof of Personal Identification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full UK birth certificate – issued within six weeks of birth</td>
</tr>
<tr>
<td>Current full driving licence (old version) – provisional driving licences are not acceptable</td>
</tr>
<tr>
<td>Residence permit issued by the Home Office to EU Nationals on inspection of own-country passport</td>
</tr>
<tr>
<td>Adoption certificate</td>
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<tr>
<td>Marriage/civil partnership certificate</td>
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<tr>
<td>Divorce or annulment papers</td>
</tr>
<tr>
<td>Police registration document</td>
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<tr>
<td>Certificate of employment in HM Forces</td>
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<tr>
<td>Current benefit book or card; or original notification</td>
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<tr>
<td>Document Type</td>
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<tr>
<td>---------------</td>
</tr>
<tr>
<td>Letter from Department of Work and Pensions (DWP)</td>
</tr>
<tr>
<td>Most recent tax notification from HM Revenue and Customs</td>
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<tr>
<td>Current firearms certificate</td>
</tr>
<tr>
<td>Application Registration Card (ARC) issued to people seeking asylum in the UK</td>
</tr>
<tr>
<td>GV3 form issued to people who want to travel in the UK without valid travel documents</td>
</tr>
<tr>
<td>Home Office letter IS KOS EX or KOS EX2</td>
</tr>
<tr>
<td>Building industry sub-contractor’s certificate issued by HM Revenue and Customs</td>
</tr>
</tbody>
</table>

**Appointing School Leavers**

When appointing someone who has recently left school or further education, in addition to photographic personal identification, the following three documents can be requested as sufficient proof of their identity:

- **Full UK birth certificate** – issued within six weeks of birth
- **National Insurance (NI) number card** or proof of issue of an NI number
- **Certificate of educational qualifications** (certificates should be originals from the school/university/awarding body)
Appendix 3.

Right to Work Documentation and Points Based Immigration Guidance

Right to work documents

To confirm that an applicant has the legal right to work in the UK, employers must see one of the documents or combinations of documents specified in List A or one of the documents or combinations of documents specified in List B. **No other documents or combinations of documents are acceptable.**

If a document or combination of documents is provided from List A there is no need to ask for documents from List B.

Documents must be originals and not photocopies. The documents must show that the holder is entitled to do the type of work being offered.

Employers must see one of the original documents or combinations of documents specified in List A. If the individual cannot provide documents from this list, ask for documents from List B.

<table>
<thead>
<tr>
<th>List A</th>
<th>List B</th>
</tr>
</thead>
<tbody>
<tr>
<td>A passport showing that the holder, or a person named in the passport as the child of the holder, is a British citizen or a citizen of the United Kingdom and Colonies having the right of abode in the United Kingdom.</td>
<td>Only use this list if the individual can not provide documents from List A.</td>
</tr>
<tr>
<td>If a prospective employee shows you one of these original documents, or combinations of documents, it indicates that they only have limited leave to work in the UK. These checks should be repeated on that individual at least one month before the expiry date of the document/s, at which point the employee must produce new documents from List A or B or leave your employment.</td>
<td></td>
</tr>
<tr>
<td>A passport or national identity card showing that the holder, or a person named in the passport as the child of the holder, is a national of the EEA or Switzerland.</td>
<td>A passport or travel document endorsed to show that the holder is allowed to stay in the United Kingdom and is allowed to do the type of work in question, provided that it does not require the issue of a work permit</td>
</tr>
<tr>
<td>A work permit or other approval to take employment issued by the Home Office or the UKBA when produced in combination with either a passport or another travel document endorsed to show the holder is allowed to stay in the United Kingdom and is allowed to do the work in question, or a letter issued by the Home Office or the UKBA to the holder or the employer or prospective employer confirming the same.</td>
<td>A Biometric Immigration Document issued by the UKBA to the holder which indicates that the person named in it can stay in the United Kingdom and is allowed to do the work in question.</td>
</tr>
<tr>
<td>A certificate of application that is less than six months old.</td>
<td>A permanent residence card issued by the Home Office or the UKBA.</td>
</tr>
<tr>
<td>Office or the UKBA to the family member of a national of an EEA country or Switzerland.</td>
<td>months old issued by the Home Office or the UKBA to, or for, a family member of a national of an EEA country or Switzerland stating that the holder is permitted to take employment, when produced in combination with evidence of verification by the UKBA Employer Checking Service.</td>
</tr>
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</tr>
<tr>
<td>A Biometric Immigration Document issued by the UKBA to the holder which indicates that the person named in it is allowed to stay indefinitely in the United Kingdom or has no time limit on their stay in the United Kingdom.</td>
<td>A residence card or document issued by the Home Office or the UKBA to a family member of a national of an EEA country or Switzerland.</td>
</tr>
<tr>
<td>A passport or other travel document endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the United Kingdom, has the right of abode in the United Kingdom or has no time limit on their stay in the United Kingdom.</td>
<td>An Application Registration Card issued by the Home Office or the UKBA stating that the holder is permitted to take employment, when produced in combination with evidence of verification by the UKBA Employer Checking Service.</td>
</tr>
<tr>
<td>An Immigration Status Document issued by the Home Office or the UKBA to the holder with an endorsement indicating that the person named in it is allowed to stay indefinitely in the United Kingdom or has no time limit on their stay in the United Kingdom, when produced in combination with an official document giving the person’s permanent National Insurance Number and their name issued by a Government agency or a previous employer.</td>
<td>An Immigration Status Document issued to the holder by the Home Office or the UKBA with an endorsement indicating that the person named in it can stay in the United Kingdom and is allowed to do the type of work in question when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person’s permanent National Insurance Number and their name.</td>
</tr>
<tr>
<td>A full birth certificate issued in the United Kingdom which includes the name(s) of at least one of the holder’s parents when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person’s permanent National Insurance Number and their name.</td>
<td>A letter issued to the holder or the employer or prospective employer by the Home Office or the UKBA, indicating that the person named in it can stay in the United Kingdom and is allowed to do the work in question when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person’s permanent National Insurance Number and their name.</td>
</tr>
<tr>
<td>A full adoption certificate issued in the United Kingdom which includes the name(s) of at least one of the holder’s adoptive parents when produced in combination with an official document issued by a Government agency or a previous employer</td>
<td></td>
</tr>
<tr>
<td>A birth certificate issued in the Channel Islands, the Isle of Man or Ireland when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person’s permanent National Insurance Number and their name.</td>
<td></td>
</tr>
<tr>
<td>An adoption certificate issued in the Channel Islands, the Isle of Man or Ireland when produced</td>
<td></td>
</tr>
</tbody>
</table>
in combination with an official document, issued by a Government agency or a previous employer, giving the person’s permanent National Insurance Number and their name.

A certificate of registration or naturalisation as a British citizen when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person’s permanent National Insurance Number and their name.

A letter issued to the holder by the Home Office or the UKBA indicating that the person named in it is allowed to stay indefinitely in the United Kingdom when produced in combination with an official document, issued by a Government agency or a previous employer, giving the person’s permanent National Insurance Number and their name.

**Validating the documents**

Employers must carry out all of the following checks on all documentation:

- Check photographs, where available, to satisfy yourself that they are consistent with the appearance of the individual
- Check that the date of birth is consistent with the individual’s identity documents (see the verification of identity checks document of the NHS Employment Check Standards).
- Check that expiry dates of any limited leave to enter or remain in the UK are still valid
- Check any government stamps or endorsements to ensure the individual is entitled to do the work being offered
- If the applicant provides you with documents that have different names you must request further documentation to explain the reason for this (marriage/civil partnership certificate, divorce certificate, deed poll, adoption certificate or statutory declaration)
- Dates must be cross-referenced with identity documents and work permits, or confirmed by contacting appropriate embassies and consulates.

**Copying and Storing**

All documents provided must be photocopied and retained on file to provide an ongoing defense against a penalty.

Employers need to make a copy of the relevant page or pages of the document, in a format that can not be subsequently altered, for example, a photocopy or scan. In the case of a passport or other travel document, the following parts must be photocopied or scanned:

For passports and travel documents, a copy should be taken of the document’s front cover and any page containing the holder’s personal details. In particular, you should copy any page that provides details of nationality, his or her photograph, date of birth, signature, date of expiry or biometric details.
Any page containing UK Government endorsements, noting the date of expiry and any relevant UK immigration endorsement which allows your prospective or current employee to do the type of work you are offering.

Other documents should be copied in their entirety.

You should then keep a record of every document you have copied. The copies of the documents should be kept securely for the duration of the individual’s employment and for a further six years after their employment has ceased.

Where an electronic copy is made of a document, it must be made using Write Once Read Many (WORM) media, for example, on a non-rewritable disk, such as CD-R.

The person taking the copy must sign and date the copy to show it has been certified.

**Employing EEA nationals**

Nationals from EEA countries and Switzerland can enter the UK without any restrictions.

Nationals from all EEA countries and Switzerland must produce a document showing their nationality. The legitimate documents are covered in List A.

Nationals from the EEA countries listed below can enter and work freely in the UK without restriction.

**EEA National Countries:**

- Austria
- Italy
- Belgium
- Liechtenstein
- Cyprus
- Luxembourg
- Denmark
- Malta
- Finland
- Netherlands
- France
- Norway
- Germany
- Portugal
- Greece
- Spain
- Iceland
- Sweden
- Ireland
- UK

**Accession State Workers**

Nationals from these countries are also free to come to the UK to live and seek work. In 2004, the Government established a Worker Registration Scheme to monitor the participation of workers from eight of these countries in the UK labour market, as follows:

Czech Republic
Employers are encouraged to make sure a person from one of the A8 countries who starts working with them registers with the UKBA within one month of starting work, unless they are exempt from the requirement to do so. This is not a legal requirement, however, the Borders and Immigration Agency recommends that employers make sure the person registers.

**A2 Countries**

A2 workers are free to come to the UK, but may be subject to worker authorisation. This means that they are only able to work in the UK if they hold a valid accession worker authorisation document or if they are exempt from authorisation.

Bulgaria
Romania

**Employing an A8 or A2 worker**

When employers take on a new worker from one of the A8 or A2 countries they must first validate their right to work with a document from List A.

A2 countries: ensure that the prospective A2 employee is authorised to work before they begin working for you, unless they are exempt. The evidence will be a document issued by the UKBA. You should take copies of this evidence.

A8 countries: advise your A8 employee to register with the UKBA and retain your copy of the application. Workers from A8 countries can start work for you without registering first, but the application should be submitted within the first month of employment with you. Once the worker has successfully registered, the UKBA will send you a copy of the registration certificate confirming this. Employers should retain the copy sent to them.

**What if the applicant does not have the right to work in the UK?**

If, after carrying out these checks, you establish that the applicant is not permitted to work in the UK, then you must not allow the individual to commence employment.

If there is no evidence that such permission is going to be promptly forthcoming you must withdraw the offer of employment. If a person is likely to obtain the relevant permission within an acceptable time period, e.g. within two weeks, then it is at your discretion to withdraw the offer of employment or wait until the permission is received.

If you have any doubts as to whether a non-EEA national you wish to employ requires a work permit, or already has permission to work in the UK, you can contact the Immigration and Nationality Directorate’s employer helpline on 0845 010 6677 from 9am to 5pm Mondays to Fridays, except on bank holidays.
Particular scrutiny should be given to those individuals who present student visas and employers should contact UK Visas if they are in any doubt regarding the suitability and authenticity of these documents

Refugees and Asylum Seekers
A refugee is a person who has been given leave to remain on the basis of a successful asylum application. A refugee has rights under the Geneva Convention to be treated no less favourably than citizens of the host nation. In the UK refugees have the right to work, and are able to move and reside freely; they are also eligible for mainstream benefits and services, including access to education and NHS treatment in the same way as UK citizens.

An asylum seeker is a person who has made an application for asylum, but whose application is yet to be decided upon. Since 2003 asylum seekers do not have the right to work in the UK. Only very small number of asylum seekers will have the right to work and if so it will state 'employment permitted' on their Application Registration Card (ACR).

About the NHS Employment Check Standards
These standards are mandatory for all applicants for NHS positions (prospective employees) and staff in ongoing NHS employment. This includes permanent staff, staff on fixed-term contracts, volunteers, students, trainees, contractors, highly mobile staff and temporary staff supplied by an agency. Trusts appointing locums and agency staff will need to ensure that their providers comply with these standards.

Avoiding Discrimination
Employers must avoid unlawfully discriminating in their recruitment processes on the grounds of race, disability, age, gender, religion or sexual orientation. To avoid discrimination employers must treat all job applicants in the same way at each stage of their recruitment process.

Recording and Protecting Data
All checks should be carried in compliance with the Data Protection Act 1998. Information should only be obtained where it is essential to the recruitment decision and kept in accordance with the Act. Employers must record the outcome of all pre-employment checks, using Electronic Staff Record (ESR) where available. These checks are also part of the information governance and assurance standards linked to the use of the NHS Care Record Service (NHS CRS). For more details visit www.connectingforhealth.nhs.uk

The Points Based System
To recruit foreign nationals from outside the UK/EEA or to extend the employment of an individual with a work permit when their visa expires, NHS organisations need to have been issued with a sponsorship licence. Employers only need to apply for a licence for the Tier 2 (general) category. The sponsorship licence forms an integral part of the points-based system. The licence and accompanying sponsor management system sees the removal of Work Permits (UK) which issues work permits for migrant workers. Under the points-based system the UK Border Agency will decide who is admitted to, or allowed to stay in, the UK. The migrant will need to provide evidence of a sponsor in the UK who possesses a sponsorship licence issued by the UK Border Agency. In the case of the NHS, the sponsor will be the NHS trust.
In addition to meeting the duties of holding a sponsorship licence for Tier 2, employing organisations are responsible for ensuring that all recruitment and selection activity is recorded and stored to meet the requirements of the civil penalties section of the Immigration, Asylum and Nationality Act (2006) and the NHS Employers Employment Check Standards.

The five tiers of the points-based system:
- Tier 1: highly skilled individuals to contribute to growth and productivity
- Tier 2: skilled workers with a job offer to fill gaps in the UK labour force
- Tier 3: low skilled workers needed to fill specific temporary labour shortages – this tier is suspended indefinitely
- Tier 4: students – starting spring 2009
- Tier 5: youth mobility and temporary workers – people allowed to work in the UK for a limited period of time to satisfy primarily non-economic objectives such as exchange schemes or agreements.

Resident labour market test
If a vacancy does not appear on the Home Office shortage occupation list, employers will need to demonstrate that they were unable to recruit a resident worker before recruiting an individual from overseas. They will be required to provide details of the recruitment method used and give credible reasons why they did not appoint a suitably qualified resident worker.

The Tiers in detail.

Tier 1 (general) and (post-study work): highly skilled workers
This part of the points-based system allows highly skilled migrants to apply for permission to work or train in the UK without a job offer. Each applicant will need to gain points for different criteria to be accepted into Tier 1 (general) or Tier 1 (post-study work). This tier of the new system is not employer-led and so employers are not required to sponsor the individual. Applicants to advertised posts with either an HSMP visa or Tier 1 (general) visa should be treated in the same way as UK/EEA nationals providing they have no restrictions applied on their visa that prohibit them from undertaking that particular post. Currently, new applicants to Tier 1 (general) are not able to access postgraduate medical training but they can be recruited to training posts under Tier 2. Individuals with a current HSMP visa do not have to change their status to Tier 1 until they wish to extend their stay. Tier 1 (post-study work) allows international graduates who have studied in the UK the opportunity to access employment without a sponsor, if they meet the required number of points. The category provides a bridge to highly skilled or skilled work for a maximum period of two years, at which time the individual will need to move into either Tier 1 (general) or Tier 2 (general). The exception to this category is international graduates from a UK medical school who will continue to apply for their right to work in a UK foundation programme through the postgraduate doctors and dentist’s visa category.

Tier 2 (general): skilled workers

The Tier 2 (general) skilled worker category is employer-led and allows NHS organisations to recruit individuals from outside the UK and EEA to fill vacancies that cannot be filled by a British or EEA worker. This tier replaces the work permit application process. A certificate of sponsorship can be issued for a maximum of three years. A two-year extension can be applied for at the end of this period to allow the individual migrant to consider a settlement application.
Code of Practice

The UK Border Agency has published a code of practice to which employers will need to adhere when recruiting skilled migrants under Tier 2 of the points-based system. It contains details of the checks to be carried out by NHS organisations in order to demonstrate that the job for which they intend to sponsor an individual meets the conditions of the sponsored skilled worker Tier 2. Sponsors must check that:

• the job is skilled at S/NVQ level 3 or above
• the job is paid at the appropriate rate or above
• a resident labour market test has been carried out.

Supplementary work Under Tier 2, migrants are allowed to undertake supplementary work. Employers are not required to sponsor the migrant who already holds a certificate of sponsorship issued by another NHS organisation, but they must ensure they adhere to the supplementary work guidelines, apply the NHS Employers Employment Check Standards and be compliant with the preventing illegal working legislation. The supplementary work guidelines include:

• the work must be in the same profession and level as the main employment
• the individual must not be employed by a recruitment/ employment agency or similar business that supplies personnel to clients
• the work is not to be in excess of 20 hours per week
• the work must be outside their normal working hours.

Switching into Tier 2 while in the UK

Individuals will only be able to switch into Tier 2 if they meet the initial entry requirements for this category. The only permitted routes of switching to Tier 2 are from Tiers 1 and 4 (once implemented).

Transitional arrangements from work permits

Individuals who are work permit holders and have existing leave to enter or remain granted under the current work permit arrangements will be able to extend their leave under Tier 2. To continue in the post, they will also need a certificate of sponsorship from their employer which must confirm that the job is at or above S/NVQ level 3, and is paid at or above the appropriate rate for the job. If an existing work permit holder wishes to change employment after the launch of Tier 2, the employing organisation will need to issue a certificate of sponsorship and meet the full eligibility criteria for the tier.

Tier 3: low skilled workers

Tier 3, the low skilled worker category, is suspended indefinitely by the UK Border Agency.

Tier 4: students

The new student route is expected to come into effect in Spring 2009. UK education
providers will act as the sponsor for students from outside the UK/EEA and will have to apply for a licence from the UK Border Agency. There will be two types of visas available under Tier 4:

**Tier 5: youth mobility**

This tier replaces the working holidaymaker visa. Individual countries apply to join the Youth Mobility Scheme (YMS) and, if successful, the national government of the country will be automatically licensed by the UK Border Agency as sponsors to issue certificates of sponsorship to their nationals. An YMS entry clearance will allow the holder to:

- enter the UK for a period of up to 24 months
- undertake lawful work of any type (except for working as a doctor in training) for as much of their stay as they wish.

Participants will be expected to leave the UK at or before the expiry of their 24 month stay and no switching into any other points-based system category will be permitted from within the UK.

**Dependants**

Dependants are allowed entry to the UK under Tiers 1, 2, 4 and 5. However, dependants are not allowed to work when accompanying a student (Tier 4) or a temporary worker (Tier 5) who has been given less than 12 months leave in the UK. Leave to enter/remain is granted for the same length of time as the main applicant and they will be allowed to work during their time in the UK. They will not be able to switch into any points-based system category.

**Settlement**

Tiers 1 and 2 will potentially lead to settlement if the requirements are met at the time of that application. A continuous period of five years in the UK is required before individuals can apply for settlement/ indefinite leave to remain. All the requirements of the immigration rules must be met before they are eligible to apply.

**Further information**

- NHS Employers: the points-based system including useful FAQs
  [www.nhsemployers.org/pointsbasedsystem](http://www.nhsemployers.org/pointsbasedsystem)

- NHS Employers: international recruitment
  [www.nhsemployers.org/international](http://www.nhsemployers.org/international)

- NHS Employers Employment Check Standards
  [www.nhsemployers.org/employmentchecks](http://www.nhsemployers.org/employmentchecks)

- UK Border Agency
  [www.ukba.homeoffice.gov.uk](http://www.ukba.homeoffice.gov.uk)

- To find your regional account manager contact:
  [account.management@ind.homeoffice.gsi.gov.uk](mailto:account.management@ind.homeoffice.gsi.gov.uk)

- UK Border Agency employer checking service
  [www.ukba.homeoffice.gov.uk/employers/employersupport/ecs/](http://www.ukba.homeoffice.gov.uk/employers/employersupport/ecs/)

For further advice please contact the Human Resource Department
Appendix 3 Equality & Diversity

EQUALITY & DIVERSITY GUIDANCE

At Stockport NHS Foundation Trust, we are committed to delivering equality of opportunity for all staff and service users. Our Diversity Equality Scheme and action plan is a crucial part of our work to achieve this. It is also a fundamental an integrated element of our service and workforce strategy.

As an NHS Foundation Trust, we are aware of our obligations as a public body with regard to the general duty to promote race equality. However, our commitment to equality is not just confined to meeting our legal requirements, but to ensuring that we provide the best possible healthcare service to our local population, regardless of ethnicity, age, gender, disability, sexual orientation or lifestyle.

Our diversity equality scheme is about providing a healthcare service that recognises, respects and responds to the diversity of the local communities that we serve. It is also about developing, supporting and sustaining a diverse workforce where staff are able to do their jobs to the best of their ability without having to face discrimination or harassment because of the diversity of their background. To achieve this, we will need to reflect on our current ways of working and where this needs to be improved, develop new approaches which achieve these goals.

The Trust has developed an **Equality and Diversity Strategy** which aims to mainstream equality and diversity within the organisation, by ensuring that promoting equality and valuing diversity is central to all Trust policy making, service delivery, employment practices and community involvement. It also aims to pull all the NHS and legislative requirements into one overall action plan to enable the Trust to meet its obligations.

The Trust recognises that delivering services equitably and embracing the diversity of our workforce is key to the success of the organisation. Work is being undertaken to ensure that the delivery of services are customer driven and responsive to individual need, and that barriers to access are removed for ‘hard to reach groups’. In terms of employment, the Trust has been actively working with Employment Services to ensure our staff are truly representative of the local community.

Involving local people in the development of the Trust’s services and developing a more patient driven approach to service delivery is a major objective for the organisation as an NHS Foundation Trust. To achieve this successfully, the Trust will take into account the diversity of backgrounds of it’s staff and community to ensure that there are equal opportunities for all groups to be involved in this process.

The executive lead for equality and diversity work is the Director of Human Resources, strongly supported by the Director of Nursing for clinical service issues.

**Definition of Equality and Diversity**

For the purpose of this strategy equality and diversity is defined as:

i. **Equality**

Equality is essentially about creating a fairer society where everyone can participate
and has the opportunity to fulfil their potential. It is backed by legislation designed to address unfair discrimination (past, present or potential) that is based on membership of a particular group.

ii. Diversity

Diversity is about recognising and valuing difference in its broadest sense. It is about creating and celebrating a working culture and practices that recognise, respect, value and harness difference for the benefit of the organisation and the individual. Equality and Diversity are not inter changeable but are dependent. There is no equality of opportunity if difference is not recognised and valued.

For the Trust this includes:

- Treating all individuals fairly.
- Supporting and using talent regardless of gender, age, marital status, social class, colour, race, sexual orientation, ethnic origin, creed, religion or disability.
- Creating a workplace where staff are confident of fair access to opportunities.
- Creating a workplace where access to goods or services are open to all.

Importance of an Equality and Diversity Strategy for the Trust

Working to a philosophy that “Everyone Counts”, the Trust aims to value and promote the unique contributions that employees and service users can make through their diverse experiences, knowledge and skills. It is accepted that to accommodate the needs of the diverse communities the Trust serves, greater awareness and understanding of equality and diversity amongst our management and staff must be developed. This will enable the Trust to deliver the best possible healthcare to everyone in the local communities, with services that will be appropriate to meet their diverse needs. Although traditionally equality and diversity issues have been placed under the Human Rights (HR) umbrella the Trust recognise these issues need to be mainstream to all the services it provides. The Trust recognises the service benefits of promoting diversity and equality in the organisation. If the Trust creates a good equality and diversity strategy it can:

- Use peoples talents to the full, staff will feel valued and respected, morale, employee relations and general work environment may improve. Improving Working Lives (IWL);
- Secure and retain a workforce at all levels that reflect the diverse community the Trust serves;
- Ensure selection decisions and policies are based on objective criteria not on prejudiced or unfair assumptions, ensuring artificial barriers to employment are removed;
• Show its commitment to staff to protect them from discrimination from other staff, patients or visitors;
• Reduce turnover and an absence cost by using family friendly policies (IWL);
• Create an open working atmosphere where staff can explore equality and diversity issues which are affecting the care and treatment they give;
• Provide training opportunities to promote positive attitudes to equality and diversity.
• Improve promotion of equality and diversity issues including racial equality.
• The Equality and Diversity Strategy can also impact on service achieving:
  • Improved access to services and information;
  • Improved service user consultation and involvement;
  • Improved confidence of black, ethnic and other minority communities that their needs will be met, improving services and health outcomes and reducing health inequalities.
• Reduced complaints from staff and service users.

Stockport NHS Foundation Trust aims to promote the value of the unique contribution that employees and service users make through their diverse experience, knowledge and skills. A major objective of the Trust is for its workforce to reflect the local community. As a Foundation Trust it is important to ensure it is at the centre of it’s community providing both employment and care for its residents regardless of age, disability, ethnic or national origin, gender, religion, belief, sexual orientation, domestic circumstances, social or employment status. The Equality and Diversity strategy and action plan will ensure that the Trust mainstreams equality and diversity within the organisation and meets its legal and social obligations.

For further guidance please refer to the Equality & Diversity Strategy and Diversity Equality Scheme 2005-2008 available via the Personnel intranet site.