RECRUITMENT AND SELECTION
PROCEDURE AND GUIDANCE

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Summary

The purpose of this policy is to promote and maintain fair and effective recruitment and selection procedures across the Trust, and to ensure they are carried out to an agreed standard.

The aim of the policy is to:

- Provide advice and guidance for all managers involved in the recruitment of staff
- Promote the Trust as an employer of choice
- Continuously improve the consistency and effectiveness of recruitment and selection processes
- Set out a systematic framework to promote objective, fair and transparent recruitment practices throughout the Trust;
- Ensure that selection decisions are based on objective and justifiable criteria;
- Ensure that access to and provision of healthcare services is enhanced by attracting and retaining staff in the right numbers with the appropriate skills and capability
- Develop new recruitment methods that ensure effective and efficient recruitment practices that are cost effective and improve retention
- Ensure that the recruitment and selection procedure promotes a positive image of the organisation
1. Purpose & Scope of Procedure

Liverpool Women’s NHS Foundation Trust is committed to providing equality of employment opportunity for all members of staff and prospective staff and opposes all forms of discrimination, victimisation or harassment on the grounds of race, colour, nationality, ethnic or national origin, gender, sexual orientation, marital status, disability, age or religion. The Trust will not tolerate discrimination by any of its staff.

The Trust believes it is in the best interests of staff and those to whom they provide a service to ensure that the employment skills available throughout the community are considered when recruiting. To this end, the Trust is committed to achieving and maintaining a workforce which broadly reflects the full diversity of Liverpool as a whole.

Every possible step will be taken to ensure that members of staff and prospective recruits are treated equally and fairly and that decisions on recruitment and selection, training, promotion and career progression are based solely on objective and job-related criteria.

This policy should be read in conjunction with the Trust’s Single Equality Scheme Document. The policy takes into account all relevant employment legislation and NHS Employers guidance.

This policy applies to the recruitment and selection of all staff, including medical staff to the Liverpool Women’s NHS Foundation Trust. An overview of any differences in the medical staffing procedure is covered in Appendix 1.

2. Duties & Responsibilities

2.1. Managers/Consultants

Managers have a responsibility to promote a positive image of the Trust by recruiting the right people to the right positions and maintaining equal opportunities of employment for both existing and prospective employees.

Managers are responsible for designing:

- Job descriptions
- Person specifications
- Knowledge and Skills outlines
- Advertisements

and should lead on the recruitment and selection process.

Recruiting managers are required to make offers of appointment and give feedback to unsuccessful candidates when requested.
2.2. Human Resources

The Human Resources Department is responsible for advising managers on good practice in recruitment and selection methods, and for monitoring the implementation of this procedure. The Human Resources Department will monitor the selection and appointment of staff as well as all documentation in order to ensure compliance with the Trust’s Single Equality Scheme and all UK Employment Legislation.

Specialist workshops and guidance will also be provided to managers both formally and through working with them during selection processes. HR staff will take part in panel interviews where necessary.

The HR Manager for medical staffing will sit on all selection boards for all medical staff.

2.3. Workforce Committee

The Workforce Committee have responsibility for ensuring that the processes set out in this document are adhered to so that patient safety is not compromised. The Workforce Committee will receive audits of pre-employment checks set out in this document on a quarterly basis, ensuring that any gaps identified are rectified.

3. Procedure

See Appendix 1 for an overview of the medical staffing procedure and Appendix 2 for an overview of the general procedure

3.1. Identifying a vacancy

Once a vacancy has been identified the first step will be to undertake a review of the service requirements, skill mix and competencies required for the post. This information can be used to form the basis of the Job Description and Person Specification (see section 5.2 and 5.3)

Information may also be obtained from the exit interview when an employee leaves the Trust, as this can provide a valuable insight into how to improve the recruitment and induction of new employees as well as any changes that may need to be made before recruiting to the same post in the future. Information on conducting exit interviews can be found at Appendix 10.
The second step is to consider, with input from the HR Department, whether the post needs to go through job evaluation i.e. is it a new post or if there has been substantial changes to the job role, it may need to go through a job evaluation process. (Manager’s should refer to the Trust’s Banding Procedure).

The recruiting manager should also consider:

- Whether a secondment or internal transfer would be more appropriate to fill the vacancy
- Whether the job is necessary. There may have been changes in the team and a reorganisation may be appropriate, the manager must consider their business plan. Consultation with the team and Staff Side would be necessary in this situation
- If there are any aspects of the job which may need amendment;
- Whether the vacancy is suitable for flexible working e.g. part time, job share, annualised hours contract
- What sort of contract the position should be offered on e.g. permanent, or fixed term

Advice and guidance is available from the HR Department.

### 3.2. Job Description

Job descriptions are an important part of the recruitment and selection process. A job description will ensure that managers are clear about the nature of the job to be filled and that employees/applicants understand the duties and responsibilities of the job. It also provides a basis for measurement of job performance. The Job Description and the Person Specification determine the appropriate banding for the job.

All posts must have an up-to-date, comprehensive description of the job and reporting arrangements. This should include a summary of the job purpose and key responsibilities.

Job Descriptions should be drawn up using the template and guidance provided (Appendix 3). Further guidance will be provided in the mandatory Recruitment and Selection Workshops. **Adverts will not be placed without an up to date Job Description.**

### 3.3. Person Specification

A person specification is an essential part of the recruitment process and specifies the skills and personal characteristics which are needed to perform the duties identified in the job description.
When preparing a person specification managers should ensure that the criteria for selection are objective, measurable, job related, clearly defined and justifiable.

The person specification helps to ensure that the recruitment and selection process is objective and does not become subject to personal bias. It is also a means by which managers can justify their decisions in any potential claim of discrimination and it is therefore essential that it is adhered to. When writing a person specification, consideration should be given to how each of the criteria will be assessed.

Remember that you are seeking the best person for the job, not necessarily the best person.

Person Specifications should be drawn up using the template and guidance provided (Appendix 4). Further guidance will be provided in the Recruitment and Selection Workshops. Adverts will not be placed without an up to date Person Specification.

3.4. Knowledge and Skills Framework (KSF) Outline

The NHS KSF defines and describes the knowledge and skills which NHS staff governed by Agenda for Change terms and conditions need to apply in their work in order to deliver quality services, and it provides a comprehensive framework on which to base review and development for all staff.

A post outline based on the NHS KSF must be developed for every job role that is paid under Agenda for Change terms and conditions. The KSF outline sets out the actual requirements of a post in terms of the knowledge and skills that need to be applied when that post is being undertaken effectively.

3.5. Using the KSF in the recruitment process

By using the dimensions in the framework to identify the knowledge and skills required for a particular post the KSF can be used from the very start of your recruitment process, to help design job roles, person specifications and inform selection methods. Please contact a member of the HR team, or the Trust KSF leads to discuss how you can begin to use this to support a competency based approach to your recruitment and selection process.

3.6. Creating a KSF Outline for recruitment purposes

A KSF outline must be created before an Agenda for Change graded post can be advertised, as it forms part of the information we need to send out to candidates to give them a full overview of the post. If you are recruiting to an existing post, an outline will already be available. This can be found either
within your directorate, or on www.e-ksf.org, a national website that holds all of our KSF information. If this is a new or amended post, a new Outline will be required. The Trust KSF leads can give you advice and support in how to develop the Outline for the post. A blank KSF outline can be found in Appendix 5.

3.7. Vacancy Form

When managers wish to fill a vacancy they must complete a Vacancy Form, which can be obtained from the Human Resources Department. This form must be completed by the recruiting manager, signed off by the directorate accountant and then passed to the HR Department before a vacancy can be processed. This process may change depending on the current financial position of the Trust, any changes will be notified.

3.8. Recruitment Timetable

Once a Vacancy Form has been completed and signed off, managers need to send the following documents to the HR link person so that the vacancy can be advertised:

- Job Description
- Person Specification
- KSF Outline
- Draft Advert
- Any other job relevant information

3.9. Advertising

Good advertising should aim to attract an appropriate number of candidates of suitable calibre at reasonable cost. Advertisements are an opportunity to present a positive image of the Trust as a good employer so information included should be realistic, factual and clear and should allow potential applicants to assess whether they have the essential criteria necessary to be considered for the role.

3.9.1. Internal Adverts

All adverts will be advertised internally via the Trust Intranet, email and notice boards. It is possible to advertise a vacancy internally only, if the manager/HR believes that this will attract candidates of a suitable quality.

3.9.2. E Recruitment

All adverts will appear on www.jobs.nhs.uk and all applications should be made online.

3.9.3. External Adverts

All adverts will also appear in Job Centre Plus.

Careful consideration should be given to whether further advertising is needed. The manager should discuss this with the HR Department and
decisions will take into account the likelihood of additional media attracting the right calibre of candidates; cost; and difficulty of recruiting to the post in question. The final decision lies with the HR Department as they hold the budget for advertising.

All external advertising will be placed using the Trust’s preferred supplier for recruitment advertising, chosen from the NHS PASA framework. The HR team will liaise with the recruitment advertising agency and monitor quality, costs and responsiveness.

3.9.4. Closing dates
The recruiting manager should discuss with their HR link person when they wish to close the vacancy. There is no set time scale for a vacancy to be open, although 2 weeks is a standard period.

Due to the high number of applications often received through e recruitment it is possible to close a vacancy early. All adverts should include the following paragraph: ‘This post may close early due to high numbers of applications so you are advised to apply promptly.’ HR will monitor responses and will advise managers on number of responses in order for a decision to be made to close an advert.

3.9.5. Writing Adverts
The recruiting manager will be responsible for preparing the advertisement based on the information in the job description and person specification and taking account of relevant legal considerations. The advertisement should give enough information about the job, its location, band, salary and minimum essential qualifications/experience to encourage suitable applicants. All advertisements will be reviewed by HR Staff to ensure legal requirements are met.

Advertisements should be drawn up using the template and guidance provided (Appendix 7). Further guidance will be provided in the mandatory Recruitment and Selection Workshops.

3.10. Application Forms
The Trust uses the standard NHS application form, from the NHS jobs website. All candidates must apply on line for all jobs within the Trust, including internal only vacancies. Paper applications will be discouraged unless there are exceptional circumstances; the final decision in this situation lies with the HR Department.

The NHS application form is separated into Parts A (containing personal information) and B (application information). Under the Department of Health guidelines, in conjunction with the Data Protection Act and Equal Opportunities Act, recruiting managers will not see part A until successful candidates have been chosen in order to promote fairness and equality.
3.11. Shortlisting

Shortlisting is the process of identifying those candidates to be invited for interview; this is done by assessing individuals against the person specification. Shortlisting should be conducted by a panel with at least 2 members; this panel should remain the same for interview.

Panel members are responsible for declaring if they have a relationship (business or personal) with an applicant. In this situation, they should not sit on the panel for interview.

The NHS jobs website has the ability to filter unsuitable applications prior to shortlisting. The recruiting manager should discuss the possibility of adding pre-filtering questions at the start of the recruitment process with their HR link person.

When the advert has closed the HR link person will process the vacancy via the NHS jobs website within 2 days of the advert closing. Recruiting managers will receive an email listing all candidates who have applied for the vacancy and instructions on how to complete the online form. The panel should then meet to consider the applications.

Prior to shortlisting, the panel should decide which of the criteria on the person specification could reasonably be assessed from the application information (i.e. bearing in mind that candidates will have been advised to address the person specification criteria when completing their application forms). The assessment of subjective criteria, such as an individual’s personal attributes or skills is best excluded from consideration at the shortlisting stage and dealt with at interview.

All candidates who meet the essential/high rated criteria of the person specification should be shortlisted. However, in a situation where it is impractical to interview all of those shortlisted, desirable/medium or low rated criteria should be used as a means of further selection. The person specification should not be altered in any way to fit any candidate’s application.

The Trust has signed up to the ‘Positive About Disabled People’ scheme. The Trust Board has given a commitment that any candidate with a disability who meets the minimum criteria for the post must be shortlisted. The HR link person will highlight to managers any candidates who have declared a disability.

Shortlisting managers should consider their resources for selection, and shortlist a reasonable number of candidates, which would allow a successful appointment. Ideally, you should shortlist no more than six candidates per vacancy.
In order to ensure a fair and transparent process and to satisfy legal requirements, **reasons** for selection or rejection of all candidates **must** be recorded.

Once the shortlisting process has been completed the HR link person will be notified of those candidates who should be invited for interview. The manager will also receive an email confirming this.

### 3.12. Interview

Appendix 7 gives some guidance on conducting interviews and types of questions, further information will be provided in Recruitment and Selection training workshops or is available from the HR Department.

The recruiting manager will need to arrange a date for interview at the start of the process and book rooms etc, the HR link will arrange the interview times and communicate with the candidates. A minimum of **two weeks notice** should be provided to applicants invited to interview, where possible.

The interview panel should consist of a minimum of 2 members, with at least one member having received training in Recruitment and Selection. The panel should ideally include the person to whom the successful candidate will be immediately accountable. Trained HR staff may be available to sit on interview panels to support managers where necessary.

All interviews should be structured, with applicants being asked broadly the same questions. Where possible, competency based questions should be used, which relate to the job description and person specification.

The chair of the panel must ensure that a written record is made, and agreed by all panel members, of the candidates’ interview performance, using the Trust’s interview assessment form (Appendix 9). Decisions must be recorded as well as reasons for selection/rejection of candidates. **Copies of all confidential documentation relating to the unsuccessful candidates will be retained in HR for twelve months.**

Candidates do not have an automatic right to a rescheduled interview date where they cannot attend the scheduled interview.

### 3.13. Other Selection Methods

Where it is identified that a selection interview will not sufficiently confirm the skills and abilities detailed in the person specification, managers are expected to seek the advice of the Human Resources Department on other selection methods such as assessment centres, presentations, written exercises or role-play exercises.
3.14. Qualifications and Professional Registrations

All successful candidates who claim possession of qualifications relevant to the appointment are required to produce documentary evidence of the qualifications concerned at interview. Copies must be retained on file. The necessary documentation in relation to the professional requirement of certain posts must be checked and validated prior to appointment by the recruiting manager. False claims regarding qualifications held will be treated seriously and may be subject to disciplinary action, including dismissal.

All successful candidates who have a professional registration with a licensing or regulatory body in the UK or another country, relevant to their role are required to provide documentary evidence of the registration at interview. The recruiting manager will check with the relevant regulatory body (e.g. GMC, NMC) to determine that the registration is valid.

3.15. Checking Identity

The recruiting manager is also required to check identification of candidates at interview.

3.15.1. Supplying Information

This stage can be crucial in determining whether the candidate will choose to join the organisation and therefore sufficient time should be left at the end of the interview to cover the necessary information.

The interview is an opportunity to provide candidates with information about the job, department and organisation, the terms and conditions of employment, including any special circumstances such as unsocial hours etc. (see Appendix 10) and opportunities for training and career development. Whilst managers should aim to portray a positive image of the Trust at all times, they should not make guarantees to candidates at interview which are outside of their jurisdiction.

3.16. References

All offers of employment are subject to receiving two satisfactory references. References will be taken up for the first choice candidate after interview by the HR Department using the Reference Request form; the HR link will liaise with the recruiting manager informing them of the content of the references. If the first choice candidate’s references are unsatisfactory, references will then be sought for the second choice candidate and so on.

An applicant is required to provide references for their last two employers, or, if applicable, their last three years of employment and these should be supplied by their line manager. References from friends or family should not be accepted. Verbal references can be obtained in exceptional circumstances, in this situation the HR link person would complete a reference request form on the basis of the information given verbally.
Due to their general unreliability, references should only play a minor part in the selection process and only be considered after the interview assessment form has been completed. At this stage the interviewer(s) will have come to a firm decision as to which candidate should be appointed. A reference should serve only to reaffirm decisions about a candidate. However applicants must not commence work in the Trust without satisfactory references.

Information contained in references is given in confidence and should not be discussed with the candidate, unless consent is provided.

3.16.1. Providing References
If a reference is requested for a Trust employee, the reference must provide honest and contain factually accurate information. Further guidance on giving references will be provided in the Recruitment and Selection Workshops or can be obtained from the HR Department.

4. Making the Appointment

Offers of employment must be subject to satisfactory references, and where appropriate a CRB check. Until these clearances are confirmed, a final offer of employment cannot be made. Provisional offers of employment can be made subject to Occupational Health and CRB checks but candidates must be advised not to resign from their current post until all necessary checks have been returned and are satisfactory.

Once a decision has been made, it is important that the interviewing manager contacts the successful candidate personally and at the earliest opportunity, so that an offer of employment can be made. This should be by telephone, but should then be confirmed in writing as soon as possible by the HR Department.

The manager should also contact unsuccessful applicants personally and provide constructive feedback if required based on the notes taken at interview.

4.1. CRB checks
Appointments should not be made without referring to the Trust’s CRB policy. This policy outlines the circumstances in which candidates must have had a completed CRB check before their appointment can commence.

In exceptional circumstances, where waiting for the CRB clearance would place a burden on the service it may be possible for an individual to commence employment without receipt of the CRB clearance providing a Risk Assessment is carried out and signed off, either by the Director of Nursing and Midwifery or the Director of HR. Please refer to the CRB policy for more guidance.
4.2. Occupational Health Screening

Prior to advertising the post, the recruiting manager must complete a New Employee risk identification form which must be retained within the employee employment records and for reference following job offer.

If risk(s) identified on New Employee Risk Identification, please refer to Managers Guidance for further action and advice. Any risks that require base line health surveillance or action, the risk identification and base line health surveillance questionnaire must be forwarded to Human Resources to be sent out to the successful applicant for completion with enquiry letter.
Where Occupational Health advice has been sought, the employee must not undertake any duties related to the risk identified prior to advice being received from Occupational Health.

For more information on pre-employment health checks contact the Occupational Health Department on ex 4071.

5. Contract of Employment

It is a legal requirement to ensure that a new member of staff receives a written Statement of Terms and Conditions of Service (Contract of Employment) within 8 weeks of date of commencement in post. This will be sent out by the HR Department along with the confirmation of employment letter.

6. Induction

Every new employee, including temporary, agency and Bank workers, will be required to attend the Trust Corporate Induction and have a Local Induction delivered by their manager. A checklist for the local induction will be given to the employee on their first day by HR. A new starter will be given a date to attend both Corporate Induction and the Mandatory Study Day, and Managers will be sent a copy of the letter so they are aware of the dates their new starter will need to be released. Please refer to the Trust’s Induction Policy for further guidance.

7. CONSULTATION AND RATIFICATION PROCESS

7.1. Consultation
   - This policy has been subject to wide consultation using the Trust’s Intranet.

7.2. Ratification
   - This policy has been ratified by the Workforce Committee.
8. DISSEMINATION AND IMPLEMENTATION

This policy has been disseminated throughout the organisation via the Trust’s Intranet via the Human Resources Policies and Procedures folder.

9. TRAINING NEEDS ANALYSIS

The policy is supported with general awareness raising for staff and targeted training for managers involved in the recruitment and selection process which will include an awareness of legislation, best practice, interviewing techniques and giving constructive feedback.

10. DOCUMENT CONTROL

This policy will be stored on the Trust’s Intranet site in PDF format only under the Human Resources Policies and Procedures folder.

11. MONITORING

The Human Resources department will ensure that this procedure is implemented throughout the Trust.

The Workforce Committee will monitor compliance with the policy requiring an audit report using the audit tool at Appendix 11 to be submitted quarterly. The Workforce Committee will monitor actions to be taken to address non-compliance.

12. REFERENCES

- NHS Employers guidance on recruiting safely
- Race Relations Act 1976 (amended as Race Relations (Amendment) Act 2000)
- Disability Discrimination Act 1995 amended 2005
- The Gender Recognition Act 2004
- The Civil Partnership Act 2004
- Employment Equality (Religion or Belief) Regulations 2003
- Employment Equality (Sexual Orientation) Regulations 2003
- Sex Discrimination (Gender Reassignment) Regulations 1999
- The Human Rights Act 1998
- The Sex Discrimination Act (as amended) 1975
- The Equal Pay Act (as amended) 1970
- The Knowledge & Skills Framework
13. ASSOCIATED POLICIES AND GUIDANCE

- Single Equality Scheme
- CRB Vetting & Barring Procedure
- Induction Policy
- Professional Registration Policy

Appendix 1 MEDICAL STAFFING RECRUITMENT PROCESS
For Specialist Training Posts in Obstetrics & Gynaecology

<table>
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<tr>
<th>Identifying a Vacancy</th>
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<tr>
<td>1. Recruitment of junior medical staff in training takes place annually for appointment to Specialist Training posts in Obstetrics &amp; Gynaecology these post commence/rotate on the 1\textsuperscript{st} Wednesday of August each year, there is no job description for these posts and the RCOG reviews the PS.</td>
</tr>
<tr>
<td>2. It is not necessary to complete a vacancy control form as these posts are training posts and so are approved already by the Mersey Deanery and the finances already in place.</td>
</tr>
<tr>
<td>3. HR link complete recruitment timetable, including booking panel members allowing 6-8 weeks notice, venue and facilities and refreshments for the day by liaising with members of the school of Obstetrics &amp; Gynaecology. (Consultants from other Trust are included in these as we recruit or the region and not just the Trust)</td>
</tr>
<tr>
<td>4. Advert is generic and written by the STEC/School of Obstetrics &amp; Gynaecology and RCOG who then advertise on their own website with links to LWH and Mersey Deanery websites, the deanery also put a blanket advert in the BMJ for all Specialist Training posts.</td>
</tr>
<tr>
<td>5. The vacancy is then processed through the RCOG, pass worded access is given to designated HR links at LWH to manage the process</td>
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Advertising
1. Advert is placed on RCOG website with links to LWH and Mersey Deanery websites and BMJ.
2. RCOG set timeline and communicate with HR link at Trust.
3. Closing will be a mandatory 2 weeks determined by RCOG and Mersey Deanery

Short-listing
1. After the closing date the HR link will print off all parts of the application form and along with the head of School long –list the applicants, this removes any not eligible to apply i.e. length of experience in specialty, Immigration reasons, GMC registration, incorrect qualifications stated on application in line with PS
2. The panel then meet and assess candidates application in line with the PS, the panel do not have access to any personal data, these are then scored in line with the RCOG guidance and set score sheet.
3. Short-listing completed by panel and scored as appropriate, reasons for selecting/rejecting candidates recorded
4. HR link to input scores onto RCOG website.
5. HR link will then send out invite to interview letter via email attaching additional information sheet explaining when and where the interviews will take place and what the short-listed candidates must bring along to the interview with them.

Interviews
1. Invite to interview letters sent as above at the same time references should be requested to be here in time for the interview dates.
2. Interviews are held locally and candidates will be required to complete 3/4 stations where they will be double scored individually by 2 independent consultants at each panel.
3. ID, GMC registration, qualifications and travel expense claim forms are collated and checked prior to interview by HR Link (failure to have original GMC Registration and Qualification certificates will exclude the candidate from being interviewed)
4. HR link will co-ordinate each group of 3/4 candidates on the day giving clear instruction as to the nature of the interview and the process they will be expected to follow

After Interviews
1. The candidates scores are input onto a data base and then they are ranked on total score and communication score the top 12 candidates will be offered a post.
2. Successful applicants will be contacted by HR link on a date pre-determined by the RCOG and no information must be given prior to this date. (Unsuccessful candidates are not contacted until the whole process is over and all stages are completed and all posts have been filled).
3. HR link informs 12 top ranked candidates of an offer of employment, they then have 48 hours to accept or decline, this goes on for 2 weeks until all posts are filled by working down the appointable candidates (see attached time line pro-former A)
4. Once all posts have been filled HR Link sends hold letter out, stating post offered and where the post will be based as these are regional posts and there are 6 possible Trust they could be based at also subject to medical and CRB Disclosure if appropriate, Medical & CRB forms and guidance should be enclosed at this stage.
5. HR link to inform all Trust on rotation of the trainees full name and address along
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<td>6.</td>
<td>Appointed candidates are input on the recruitment tracker and the HR Link keeps track of pre-employment checks to ensure all junior doctors start on the same date.</td>
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<tr>
<td>7.</td>
<td>Appointment letter is sent out from HR with contract of employment and instruction to arrange suitable time to come into Trust to sign on to payroll etc.</td>
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### Start Date

All junior doctors are requested to contact the HR Link to make an appointment to come in and sign onto the payroll, if they are going to be based at LWH they will need to see Medical Education Manager re induction and Clinical Co-ordinator re rota and leave requests (LWH Trainees only).
Appendix 1a MEDICAL STAFFING RECRUITMENT PROCESS
For Consultant and Non Career Grade doctors

**Identifying a Vacancy**

1. Consultant and non career grade recruitment takes place as and when required and the Trust follows the National Health Service (Appointment of Consultants) Regulations 2005 and the NHS Good practice Guide
2. A vacancy control form should be completed by the lead consultant and approved by finance prior the advert being placed.
3. HR link complete recruitment timetable, including booking panel members allowing 6-8 weeks notice, venue and facilities and refreshments for the day.
4. Advert should be approved by lead consultant and Medical Director and if possible the date of the interviews should be inserted.
5. Once the post has been approved and prior to the advert being placed the AAC (Advisory Appointments Committee) should be recruited, there is guidance on who should be part of the AAC in the NHS (Appointment of Consultants) Regulations 2005 but a copy of an AAC committee sheet is attached (Appendix 1a) a date needs to be agreed at the earliest possible stage and a room booked, either the Board room or one of the seminar rooms.

**Membership of the AAC Panel**

1. a lay member (*often the chair of the Trust or another non-executive director*)
2. an external professional assessor, appointed after consultation with the relevant college or Faculty
3. the Chief Executive of the appointing body (*or a Board level Executive or Associate Director*)
4. the medical or dental director of the Trust (*or person who acts in a similar capacity at that hospital*) or the relevant director of public health for public health appointments
5. a consultant from the Trust, who, if available, should be from the relevant specialty
6. in the case of appointments to posts which have either teaching or research commitments or both, the committee must also include a professional member nominated after consultation with the relevant university.

An AAC may not proceed if any core member (or their appointed deputy) is not present.
### Advertising
1. Advert is placed on ERec NHS site for Consultant and non career grades also
2. Placed in publication (Consultant posts only or as requested and considered necessary)
3. Closing will be a mandatory 3 weeks for consultant posts (other non career grade posts can be less upon the discretion of the Trust, but should be a least 2 weeks.)

### Short-listing
1. The panel will receive the link from ERec to enable them to short-list on line, not all the AAC for consultants posts will want to or be qualified to short-list, this should be determined beforehand, although all members of the AAC must have the opportunity, for other non career grade posts all consultants sitting on the panel should shortlist this will also be online via ERec.
2. Short-listing completed by panel and scored as appropriate, reasons for selecting/rejecting candidates recorded
3. HR link will then send out invite to interview letter via ERec attaching additional information for presentation etc. (consultant applicants should be written to and a copy of this should be put onto the file enclosed should be a map of how to get to LWH and an Interview expense claim form)
4. Once all the candidates have been informed the AAC will receive a pack from the HR link containing copies of the short-listed applicants, interview committee sheet, interview assessment forms for each candidate and the job description with PS attached

### Interviews
1. Invite to interview letters sent as above at the same time references should be requested to be here in time for the interview dates *(3 references for Consultants and 2 for non career grades)*.
2. Some candidates may require over night stay and this should be arrange via HR (a booking confirmation will be required on headed paper), the candidate will then pay for the hotel and claim it back using the interview expense claim form provided with the invite letter.
3. Interviews are held locally and candidates will be required to attend HR with proof of ID and qualifications prior to the interview, there may also be a presentation involved and so equipment should be made available and checked to ensure it is in working order, the room should be set out as appropriate.
4. Names plates should be made up for all panel members and set out as per
5. ID, GMC registration, qualifications and travel expense claim forms are collated and checked prior to interview by HR Link
6. Secretary to the AAC will co-ordinate each candidate giving clear instruction as to the nature of the interview and the process they will be expected to follow in addition they will ensure that all relevant paperwork is completed for each interviewee for the purpose of equal opportunities.

### After Interviews
1. The candidates have the option to wait until all the candidates have been interviewed or they can go away and be contacted by phone. A discussion will take place and all candidates will be scored on the PS, if a casting vote is needed then it is made by the lay chair who does not have an initial vote.
2. Successful applicants will be contacted by HR link or be spoken to by the AAC
offering them the post, once they have accepted the panel members speak to the unsuccessful candidates on an individual basis and give feedback.

3. HR link will then ensure that the AAC sheet is completed and signed by the AAC chair person for submission to the board.

4. An offer of employment is then sent by post within 48 hours of the AAC taking place enclosed should be the appropriate, Medical & CRB forms and guidance on completion at this stage.

5. Appointed candidates are input on the recruitment tracker and the HR Link keeps track of pre-employment checks to ensure all junior doctors start on the same date

6. Appointment letter is sent out from HR with contract of employment

### Start Date

This is determined by the candidate and the lead consultant, inclusion on the Trust induction should be arranged by HR link on first possible date after the start date, local induction should be arranged by General Manager, Medical Director and lead Consultant

This Recruitment guidance should be used in conjunction with the NHS good practice guide and NHS (Appointment of Consultants) Regulations 1996 - Good Practice Guidance.
# Appendix 2 RECRUITMENT PROCESS Quick guide for managers

## Identifying a Vacancy
1. Review post, consider alternatives if necessary and review JD, PS and KSF outline
2. Send post for job evaluation if necessary
3. Vacancy form sent to finance and forwarded to HR
4. Send email to HR which includes draft advert, job description, person specification, KSF outline and other job relevant info.

HR Link processes vacancy through NHS jobs within 1 week of receiving it

## Advertising
1. Advert is placed on NHS Jobs website
2. Circulated internally via Intranet
3. Placed on board outside canteen
4. Placed in publication (if requested and considered necessary)
5. Closing dates will be discussed with manager, usually 2 weeks but can be closed early if a high number of applications is received

## Shortlisting
1. Manager receives an email listing candidates who have applied and instructions on how to complete online form within 2 days of advert closing
2. Shortlisting completed online by panel and reasons for selecting/rejecting candidates recorded
3. HR link and Manager receive confirmation of shortlisted candidates

## Interviews
1. Invite to interview letters/emails sent by HR link
2. Interviews conducted and Interview Assessment form completed by panel
3. ID and appropriate professional registration checked at interview by Manager

## After Interviews
1. Successful and unsuccessful applicants phoned by manager, given feedback if necessary. Applicants must be informed within 1 week
2. Manager reports back to HR Link and sends Interview Assessment forms for each candidate detailing whether successful or unsuccessful and reasons for decisions
3. HR Link sends hold letter out, stating post offered subject to medical clearance, two satisfactory references and CRB Disclosure if appropriate
4. When all checks are cleared, HR Link contacts manager to arrange a start date
5. Appointment letter is sent out from HR with contract of employment

## Start Date
New starter to contact HR Link to arrange a convenient time to sign onto the payroll
Appendix 3 Guidelines for Writing a Job Description

The Job Description is important so that the manager and employee/applicant know what is expected of the role and it forms a basis for measuring job performance. Without a job description a person cannot properly commit to, or be accountable for, a role. The KSF outline for the post will assist you when writing the job description. Your completed job description should enable you to write your person specification.

When writing a job description many people start off with a list of around 20-30 tasks, this is actually more like an operational manual. Job descriptions should refer to any operational manuals, procedures or policies that need to be adhered to rather than include this detail in a job description. If you include this detail you will have to change it when the task detail changes, as it will often do. It is best to have approximately 8-15 points.

You must ensure that job descriptions do not contain any discriminatory aspects or any preferences in relation to gender, race, physical ability, religion, belief, sexual orientation or age.

It might be helpful to group the many individual tasks into main responsibility areas, such as those on the list below. You may have separate headings for different key responsibilities, e.g. Clinical, Managerial, or Training.

**Not all points on this list will be applicable to all roles:**

- communicating (in relation to whom, what, how)
- planning and organising (of what..)
- managing information or general administration support (of what..)
- monitoring and reporting (of what..)
- responsibility for patient care
- evaluating and decision-making (of what..)
- financial budgeting and control (of what..)
- producing things (what..)
- maintaining/repairing things (what..)
- quality control (of what..)
- health and safety (standard statement see below, some jobs will have additional, specific responsibilities for this)
- using equipment and systems (what..)
- creating and developing things (what..)
- performance and development review
- (standard statement, see below)

plus any responsibilities for other staff if applicable, typically:

- managing/recruiting/sickness absence/disciplinary/personal development reviews/training
Senior roles will include more executive aspects:

- developing policy/duty of care and corporate responsibility/formulation of direction and strategy
- management roles also need to refer to the Code of Conduct for NHS Managers

All job descriptions will also include the following standard statements:

The post-holder must comply with all Trust policies and procedures and attend all necessary mandatory training.

Criminal Records Bureau Check
This post is *(not)* subject to a *standard/enhanced* CRB check.
*delete as applicable*

Equality and Diversity
Liverpool Women’s NHS Foundation Trust is committed to achieving equal opportunities in employment and has an Equality and Diversity Policy. All staff are expected to observe this policy in their behaviour towards: patients, work colleagues and the public.

Confidentiality
In the course of your duties you may acquire or have access to confidential information which must not be disclosed to any other person unless in the pursuit of your duties or with specific permission given on behalf of the Trust.

Data Protection
You must ensure that the confidentiality and security of all information that is dealt with in the course of performing your duties is done so in accordance with the requirements of the Data Protection Act 1998.

Health and Safety
You are reminded that, in accordance with the Health & Safety at Work Act 1974, and subsequent legislation, you have a duty to take reasonable care to avoid injury to yourself and to others by your work activities, and are required to co-operate with the Trust in meeting statutory requirements.

Performance and Development Reviews
In the interests of your development you will be expected to take a positive role in the Performance and Development Review Process.

Infection control
You must ensure that all Trust Infection Control polices and procedures are adhered to at all times. All staff have a duty of care under the Health Care Act to prevent the spread of infection.

For all posts with responsibilities for data handling the following paragraph must be included.

Within the NHS, good patient care is reliant on the availability of complete, accurate, relevant and timely data. The quality of information will limit the
capability to make operational decisions about the way care is planned, managed and undertaken. Poor information quality leads to poor decision making and may put service users at risk. High quality information means better, safer patient care.

Where you are required to record data on any system, regardless of the type of media, you must ensure that it is up to date, accurate, complete and timely. Ensure that you feel sufficiently knowledgeable about the system you are asked to use and what is required of you in order to fulfill your task accurately. Where an error is created or discovered by yourself on any system which you cannot rectify, you must contact the relevant helpdesk / system owner or your Line manager.

Please read the Data Quality Policy located on the Intranet and ensure you understand your responsibilities.

All job descriptions must include the following paragraph.

‘This document provides an outline of the main responsibilities of the post. It is not intended to be an exhaustive list of duties. Its content will be subject to regular review in conjunction with the postholder.’

Job Description Template:
Job Description

Job Title: Department:

Band:

Hours:

Responsible to:
Job title of the Line Manager

Accountable to:
Job title if the postholder will be accountable to someone other than the Line Manager

Responsible for:
Job title(s) of staff reporting to postholder

Job Purpose
This should give an overall description of what the job does, why it exists and how it fits into the Trust’s structure.

Main Duties and Responsibilities:
8-15 points, see list in guidance notes

Other Responsibilities:
Standard statements, see guidance notes

Job description reviewed on ****
Review date: ***

Signed ………………………………………………………………………………..
Postholder

Signed ………………………………………………………………………………..
Manager
Appendix 4 Guidelines for writing a Person Specification

A person specification is a list of criteria that should be:

Job Related
There should be a clear link between the criteria and the job description, since you are interested only in the person’s ability to do the job.

Ability Based
The criteria must be expressed in terms that describe the abilities you are seeking.

Clearly Defined
It is important that everyone involved in the process has the same understanding of what they are looking for to fill the vacancy. The criteria should therefore be expressed in terms that allow for little or no scope in individual interpretation.

Measurable/Observable
The criteria must be described in terms of measurable and observable facts that are not distorted by personal feelings or prejudices.

Essential/Desirable Criteria
Some aspects of the job will be more important than others. The essential criteria are those which the role cannot operate without. It is preferable that a candidate also meets the desirable criteria; however it may be that the candidate is working towards these criteria or would have the opportunity to do so when in the role. It will be helpful to refer to the KSF outline and the competencies that are required at the Foundation Gateway and the Second Gateway when the person is expected to be fully competent in their role.

Agreed
Time must be made available for all panel members involved in the process to agree the criteria used. This process of agreement allows for differences in interpretation to be resolved.

Justifiable
You should ask yourself the question – ‘If challenged how could I defend the use of each criterion?’ Ask the question ‘Is it required for the safe and effective performance of the job?’ This serves as a final checking mechanism and helps to ensure that only those criteria needed are used.

Consistently Applied
Having identified the criteria to be used, they must remain unchanged throughout the process, and be applied equally by all panel members. If during the process it is found necessary to change any of the criteria, the exercise should be aborted and restarted.
What should NOT be included in a Person Specification?

- a requirement that candidates should be below/above a certain age
- a requirement for unnecessary qualifications
- a requirement relating to personal circumstances such as marital status, marriage plans, family plans
Person Specification Template **Please note that all criteria must be job related.**

<table>
<thead>
<tr>
<th>Type of Criteria</th>
<th>Essential</th>
<th>Desirable</th>
<th>Assessment Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualifications/Training</td>
<td><em>e.g. level of education/academic qualifications</em></td>
<td></td>
<td>• Application Form</td>
</tr>
<tr>
<td><em>What should the candidate have already attained?</em></td>
<td><em>training relevant to job</em></td>
<td></td>
<td>• Interview</td>
</tr>
<tr>
<td></td>
<td><em>statutory or other specialised training</em></td>
<td></td>
<td>• Work Test</td>
</tr>
<tr>
<td></td>
<td><em>achievements/results in previous employment</em></td>
<td></td>
<td>• In Tray Exercise</td>
</tr>
<tr>
<td>Knowledge</td>
<td><em>e.g. Knowledge of the Meditech system</em></td>
<td></td>
<td>• Focus Group</td>
</tr>
<tr>
<td>Skills</td>
<td><em>e.g. ability to communicate sensitive information to patients</em></td>
<td></td>
<td>numeracy</td>
</tr>
<tr>
<td>Experience</td>
<td>Relevant experience, i.e.</td>
<td></td>
<td>proven experience of project management</td>
</tr>
<tr>
<td><em>What previous type of employment/experience should the candidate have?</em></td>
<td><em>NHS/managerial/secretarial</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>NOT length of experience as this may be age discriminatory – specify what the candidate needs to have achieved/experienced in their career instead of over how many years this should have been done.</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Qualities</td>
<td><em>E.g. reliability ability to work on his/her own or in a team</em></td>
<td></td>
<td>ability to work under pressure</td>
</tr>
<tr>
<td></td>
<td><em>NOT a good sense of humour as this cannot be measured</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td><em>E.g. ability to travel between sites for work purposes.</em></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Signed: ___________________________**  **Date: ___________________________**

**NOTE:** Candidates should meet all the essential criteria if they are to be shortlisted
### APPENDIX 5 KSF POST OUTLINE FORM

**TITLE OF POST:** NHS KSF DIMENSIONS

<table>
<thead>
<tr>
<th>CORE DIMENSIONS</th>
<th>Required for post?</th>
<th>Foundation gateway</th>
<th>Level for post</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Y</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Personal and people development</td>
<td>Y</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Health, safety and security</td>
<td>Y</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Service improvement</td>
<td>Y</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Quality</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equality, diversity and rights</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SPECIFIC DIMENSIONS**

**HEALTH AND WELLBEING**

- HWB1 Promotion of health and wellbeing and prevention of adverse effects to health and wellbeing
- HWB2 Assessment and care planning to meet people’s health and wellbeing needs
- HWB3 Protection of health and wellbeing
- HWB4 Enablement to address health and wellbeing needs
- HWB5 Provision of care to meet health and wellbeing needs
- HWB6 Assessment and treatment planning
- HWB7 Interventions and treatments
- HWB8 Biomedical investigation and intervention
- HWB9 Equipment and devices to meet health and wellbeing needs
- HWB10 Products to meet health and wellbeing needs

**ESTATES AND FACILITIES**

- EF1 Systems, vehicles and equipment
- EF2 Environments and buildings
- EF3 Transport and logistics

**INFORMATION AND KNOWLEDGE**

- IK1 Information processing
- IK2 Information collection and analysis
- IK3 Knowledge and information resources

**GENERAL**

- G1 Learning and development
- G2 Development and innovation
- G3 Procurement and commissioning
- G4 Financial Management
- G5 Services and project management
- G6 People management
- G7 Capacity and capability
- G8 Public relations and marketing

Completed by: ___________________  Date: ___________________  (Signatures)
APPENDIX 6 – ADVERTISEMENT TEMPLATE

Reference No:

Post:

Location:

Band: Salary:

Hours: Pattern of work:

Type of contract:

Advert text:
- Information on: job, organisation, person required – qualifications etc, based on job description and person specification
- clear and concise language
- interesting
- non-discriminatory – avoid words such as ‘mature’ avoid references to gender, race, religion, x number of years experience etc
- details relating to a CRB check if necessary
- any restrictions must be clearly stated

Please apply online at www.jobs.nhs.uk
If you have any queries please contact the HR Department on 0151 702 4059, for an informal discussion about the job please contact *** on ***

Closing date: ***
Interview Date: ***

This post may close early due to high numbers of applications so you are advised to apply promptly.

The Trust is committed to equality and diversity in employment.
The Trust is committed to improving the working lives of its staff and may have flexible working options available.
We are a no smoking organisation.
Appendix 7 Interview Guidance

These guidelines have been produced to give managers some assistance in conducting interviews, further guidance will be provided on the essential Recruitment and Selection Workshops.

The selection interview is often considered to be the most important and yet the most difficult part of the recruitment and selection process. Despite having its limitations in terms of ability to predict job performance, it can be a very effective selection method if the early stages of the process have been systematically followed.

Some of the main reasons why an interview can be an unreliable method of selection are as follows:

- Inadequate preparation by the interviewer
- Many interviews lack structure and are conducted in an unsystematic way
- Candidates are not assessed against job requirements
- Interviewers often jump to conclusions based on misleading first impressions

Preparing for an interview

The following gives a useful summary of the main points to consider when preparing for a selection interview:

- Prepare an interview timetable (HR will provide this)
- Be aware of any requirements candidates may have around access to the venue or e.g. use of a sign-language interpreter (HR will highlight this to you)
- Ensure that application forms, job descriptions, person specification, interview assessment forms and all other relevant documents are available for the interview (HR will provide the necessary documentation)
- Review relevant terms and conditions of service so that panel members are aware of all the information a candidate may wish to know
- Decide on the composition of the interview panel, this should be the same as the shortlisting panel and should be 2 as a minimum and include the person to whom the applicant will report if they are successful. At least one member should have attended the Trust Recruitment and Selection Workshops.
- Meet with other panel members PRIOR to interview to: a) allocate roles, e.g. Chairperson; b) plan and agree the structure of the interview; c) agree what questions should be asked and who should ask them; d) decide who will take notes or whether all panel members will take notes.
- Review PRIOR to interview, the applications of candidates attending to identify any areas for ‘probing’
- Make the necessary housekeeping arrangements
- Ensure the proper layout of the interview room
• Ensure that there are no interruptions during the interview e.g. by using an engaged sign on the door and diverting telephone calls

*Conducting an interview*

**Interview structure**

The structure needs to take into account the 2 main objectives of a selection interview, namely:

- To establish whether the candidate is suitable for the job
- To establish whether the job is right for the candidate

To meet these objectives, it is important that the interview is structured to give the opportunity for a rapport to be established between interviewer and candidate. It is also important to remember that whilst structure is essential, the interview should be flexible enough to accommodate the reactions of a candidate.

The structure of an interview should be based upon the 4 following 'phases':

- Welcome and introduction
- Gathering information
- Giving information
- Closing the interview

**Welcome and introduction**

In a panel interview, the chairperson will be responsible for co-ordinating and controlling the interview and will therefore make the necessary introductions.

It is essential to put the candidate at ease (as much as possible) and to establish a rapport, which should encourage the candidate to talk. During the introduction it is important that:

- the candidate is greeted by name
- the interviewers are introduced
- the purpose of the interview is confirmed
- it is explained how the interview will be conducted, e.g. its format, at which stage the candidate can ask questions, whether the panel will be taking notes etc.

**Gathering information**

This will be the most substantial and important phase of the interview. The interviewer will be trying to obtain information, which indicates the extent to which the candidate meets the job requirements. If it is a panel interview, the chairperson will be responsible for co-ordinating the questioning amongst panel members.

It is during this phase that the candidate will be trying to make a good impression and therefore a time when the interviewer needs to be most aware of what is/is not being said.

A number of set questions that are directly related to the person specification should be **pre-prepared** and broadly the same questions should be asked of all candidates. In addition, individual questions may be asked of each candidate arising from the details given in his/her application.
Notes should be taken by the interviewer(s) during the interview, since they provide crucial reminders when assessing candidates after the interview. It is important, however, to retain a high level of eye contact with the candidate and demonstrate a keenness to listen; note taking should not be a distraction.

Under the Data Protection Act job applicants can request to see any information you hold on them – therefore any notes you make on an applicant in an interview/at the shortlisting stage can potentially be seen by that applicant. Equally if you have made no notes then you have no justification for your decision which would not stand up well in front of a tribunal.

**Giving information**

During the interview it is useful to outline the essential elements of the job and emphasise any particular points that the candidate should give thought to. The job requirements should be honestly and accurately portrayed at interview, e.g. the requirement to undertake unsocial hours. The list of Terms and Conditions in Appendix 9 should be explained to the candidate, as appropriate.

It is also good practice to ask candidates if they have any questions about the job for which they have applied.

**Closing the interview**

During this final stage, the interviewer(s) should review all information obtained and ensure that all points have been covered. Further clarification of certain areas may be necessary. In a panel interview, the chairperson will take lead responsibility for this.

It is important to close the interview by:
- Thanking the candidate for attending
- Informing him/her what will happen next, i.e. when a decision is likely to be made and how it will be communicated
- Stating that any offer of a job may be conditional on pre-employment checks

The chairperson then holds the responsibility for ensuring that objective assessments are made and recorded for each candidate.

**Recording Decisions**

Recording of decisions at the selection stage is essential in order to ensure a fair and transparent process and to satisfy legal requirements. The Chair of the panel should complete an Interview Assessment Form (Appendix 8) for each candidate, which is agreed by all panel members. All panel members can make their own individual notes, this will be helpful when completing the form and making final decisions. All notes and Assessment forms will be returned to the HR Department and retained for 6 months.

**Style and techniques**

**Listening**

The interviewer’s prime function in an interview is to listen to what is said. A well-balanced interview should allow candidates to do up to 70% of the talking. The interviewer should
suppress any tendency to “get his/her point across”, since this may colour a candidate’s response.

To listen effectively, the interviewer should:

- **Remain open-minded** right up until the end of the interview. There is a real danger that interviewers can make a decision as soon as the candidate walks through the door. In such cases, the interviewer places less importance on the objective job requirements of the post and judges the candidate in terms of other irrelevant criteria.
- **Concentrate** - if an interviewer becomes pre-occupied with his/her own thoughts (perhaps as to the next question), lack of concentration may occur, which may in turn affect the answers that are given by the candidate.
- **Use non-verbal communication** - e.g. to indicate understanding of what is being said by a candidate.
- **Avoid interrupting**
- **Avoid stereotyping candidates**

**Body language**
As an interviewer, you should be aware of the effects of a) the degree of eye contact between yourself and the candidate and b) your body position.

A high degree of eye contact is very important because it enables you to establish rapport and indicates that you are giving the candidate your full attention. You should be aware, however, of cultural differences, e.g. in some Asian cultures it is regarded as disrespectful to maintain eye contact with a person in authority.

If your body position is such that you are “slouching” the candidate may feel that you are disinterested. If on the other hand, you sit rigidly on the edge of your seat, this may indicate that you are nervous yourself, which could damage the confidence on both sides.

**Questioning**
An interview should be conducted as a purposeful and structured conversation, enabling the candidate to reveal accurate and comprehensive factual information about him/herself. The interview can be controlled by asking appropriate questions based on the person specification, which will give the maximum amount of relevant information. This in turn will identify the degree to which a candidate matches the requirements of the job.

- Ensure you use clear and unambiguous questions.
- Remember to avoid using jargon or abbreviations, e.g. DOH unless you first explain to the candidates what it means.
- Candidates will judge the interviewer, the job and the organisation by the quality of questions asked. It is also a fact that the quality of an answer depends upon the quality of the question asked!
- If the candidate does not understand the question it is acceptable to rephrase or reword it.
- Initially use OPEN questions (see below)
- Follow with PROBING and LINKED questions to probe further and seek clarification (see below)
- Allow the candidate time to think and do not be afraid of pauses or silence

Interviewers need to be aware of different types of question:
OPEN QUESTIONS - which encourage the candidate to speak more freely and at greater length, e.g. commencing with what, why, when, where, which, how.

PROBING QUESTIONS – Whatever type of questions you have asked, never be afraid to seek a more detailed understanding. E.g. ‘How do you mean?’ ‘Could you be a little more precise?’

LINKED QUESTIONS - which link answers with further questions and encourage the interview to flow more naturally, e.g. “and what happened next?”

CLOSED QUESTIONS - which invite a more exact answer, e.g. yes/no. These can be used to clarify/summarise but should be used with caution.

HYPOTHETICAL QUESTIONS - could also be used to test skill/competency, e.g. “What would you do if .....?”; “How would you deal with a situation where...?”

AND THE ONES TO AVOID:

LEADING QUESTIONS - the answer is influenced by the way in which the question is asked. This sort of question should be avoided, e.g. “You would be able to supervise staff wouldn’t you?”

MULTIPLE QUESTIONS - which may confuse the candidate. These should also be avoided, e.g. “What did you think would be the outcome, why and what could you have done differently?”

Competency Based Questioning

This type of questioning can be effective in predicting future job performance as it asks the candidate to give examples of when they have demonstrated particular competencies in the past that are required for the post. For example if the person specification asks for leadership skills a suitable question may be: “Could you give me an example of when you have used leadership skills effectively?”

<table>
<thead>
<tr>
<th>Don’t ask</th>
<th>Do ask</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have you ever used communication skills</td>
<td>Tell me about a time when you have used communication skills effectively</td>
</tr>
<tr>
<td>Does your past experience relate to the</td>
<td>How would you relate your past experience to the responsibilities you would have in this job</td>
</tr>
<tr>
<td>responsibilities of this job</td>
<td></td>
</tr>
<tr>
<td>Have you ever been required to demonstrate</td>
<td>In what ways have you been required to demonstrate leadership in the past</td>
</tr>
<tr>
<td>leadership</td>
<td></td>
</tr>
<tr>
<td>Wouldn’t it have been better just to admit you</td>
<td>Given the opportunity, what would you have done to rectify the situation</td>
</tr>
<tr>
<td>made a mistake</td>
<td></td>
</tr>
<tr>
<td>Were you ever asked to make decisions</td>
<td>What kind of decisions did you regularly make in this job</td>
</tr>
</tbody>
</table>
Discrimination and Prejudice

No questions should be asked which would have the effect of unfairly or illegally discriminating in respect of race, colour, nationality, ethnic or national origin, gender, sexual orientation, marital status, disability, age or religion. Many complaints of discrimination during the selection process to Employment Tribunals centre on the interview and in particular the questions asked. You must familiarise yourself with the Trust Equality and Diversity policy.

It is essential that candidates are assessed on the basis of their ability to meet the job requirements and interviewers should not allow prejudice or bias to affect their judgement. Everyone is prejudiced or biased to some extent and it is important that you are able to recognise any biases you may hold and ensure that they are not allowed to affect your judgement of candidates, for example that older people are more reliable, or that blond people are less intelligent!

Some examples of possible discriminatory questions that should **NOT** be used are:

- If appointed, you would be the first woman to have held this job. The staff you would be managing are male and some may find it difficult to adjust to being managed by a woman. How would you deal with this?

- You have been married for a number of years, but don’t have any children. Do you plan to have any in the near future?

- You will, of course, be the only black person in the department. Do you think this will cause you any problems?

- Will you frequently want to take long holidays to go back to India?

- You do, of course, have a different cultural background from many of the patients that you will be dealing with. Do you think that this will sometimes make it more difficult for you to understand some of their problems?

- How would you feel about managing a team who are all older than you?

- Don’t you think you are a bit mature for this post?
Appendix 8  INTERVIEW ASSESSMENT FORM

POST:  

REF:  

CANDIDATE:  

DATE:  

PANEL:  

<table>
<thead>
<tr>
<th>Criteria (based on Person Specification)</th>
<th>Essential/Desirable</th>
<th>Score 0-6 (see matrix)</th>
<th>Evidence/Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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</tbody>
</table>
TOTAL SCORE:

Overall Assessment (Briefly state reasons for decision)

<table>
<thead>
<tr>
<th>Successful</th>
<th>Unsuccessful</th>
</tr>
</thead>
</table>

Signed (Panel members): 

Date: 

*Complete 1 form for each candidate; send this form and ALL notes from interview back to HR*
### Score Matrix:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Essential</th>
<th>Desirable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criteria met, and sufficient evidence given</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Criteria partly met, some evidence given</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Criteria partly met, limited evidence given</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Criteria not met, no evidence given</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Appendix 9 Terms and Conditions of Employment

Post:

Based At:

Nature of Contract:
I.e. permanent/fixed term

Banding:

Salary: The present whole-time salary scale for this post is £ per annum. Rising to £ per annum.

Salary has to be in accordance with the Agenda for Change Terms and Conditions of service, and managers are advised not to make an offer of salary until this has been discussed with the HR department.

If a current NHS employee – salary will be determined on confirmation of existing salary by present employer.
Non-NHS employees – salary should be at the minimum of the scale.

Hours: 37.5 (unless part time)

Leave: The current annual leave entitlement for this post is 27 days per annum. Entitlement in the current year will be proportional. After 5 years service this entitlement will rise to 29 days and 33 days after 10 years service.

If a current NHS employee – annual leave entitlement will be determined on confirmation of length of service by present employer

Sickness:
During 1st year of service 1 month full, 1 month half pay
During 2nd year of service – 2 months full and 2 months half pay
During 3rd year of service – 4 months full and 4 months half pay
During 4th and 5th years of service – 5 months full and 5 months half pay
After 5 years of service – 6 months full and 6 months half pay

Notice: The appointment is terminable by 1 months notice on either side for posts in Band 1-6 and 3 months notice for posts in Band 7 and above.

Continuous service: All previous continuous service within the NHS is reckonable for the purpose of some Trust terms and conditions of service. For the purpose of annual leave entitlement all NHS service, whether continuous or not is reckonable.

Superannuation: You have the option to join / remain in the NHS superannuation scheme and further information will be provided.

Work Life Balance: The Trust has a number of flexible working options and policies to support those with caring responsibilities.
Medical Screening / Disclosure / References: The appointment is subject to satisfactory references, medical screening and standard/enhanced CRB disclosure if applicable.

Induction: The successful candidate will attend a Two-day corporate induction as an introduction to the Trust and will also have a local induction provided by the manager.

Personal Development Review: The successful applicant will be expected to take a positive role in the PDR process

No smoking policy: The Trust operates a no smoking policy, which states that employees must not smoke on Trust premises or grounds.

Workplace alcohol policy: The Liverpool Women’s NHS Foundation Trust is an alcohol free site.

All employees will be provided with a written statement of terms and conditions of service within 2 months of starting work, which will include the above provisions and any others, which are applicable.
Appendix 10 Exit Procedure

Trust Employees

This guide provides information about your responsibilities when you leave Trust employment.

i) Giving Notice of Intention to Leave

Your terms and conditions of service will contain a paragraph on the notice you are required to give to the Trust of your intention to leave. This is the minimum amount of notice that you are contractually obliged to give to the Trust.

NB Trust employees employed on Agenda for Change Band 7 and above are required to provide a minimum of three months notice.

ii) Giving Notice of Intention to Retire

If you are retiring before the normal retirement age of 65 and intend to apply for your pension you must give at least five months notice and request the AW8 Application for NHS Pension from the HR department. Also refer to the Trust’s Retirement Policy.

Employees approaching the normal retirement age of 65 will receive a letter from their at least six months prior to the normal retirement date informing of the normal retirement date and the right to request an extension. Refer to Trust Retirement Procedure for further information.

iii) Return of Trust Property

Employees should ensure that all Trust property is returned to their manager by the final date of employment. This will include items such as the ID badge, keys, uniform, and car park access control badge.

iv) Final Pay and P45

The final payslip will be issued on the normal pay date after the date that employees terminate employment. Final pay will include any deduction or credit for any overtaken or outstanding holiday entitlement at the termination date. The P45 will be issued with the final payslip.

v) Exit Interview
An Exit Interview will be undertaken with employees shortly after the submission of their resignation. The purpose of the Exit Interview is to provide the Trust with valuable information about the reasons influencing an employee’s decision to leave the Trust. The line manager will normally conduct the Exit Interview with the employee. However, there may be occasions when an employee would prefer that that interview be conducted by another Trust manager. In these cases, the employee should approach the HR Department to arrange this.

vi) Handover of Ongoing Projects

To ensure continuity within the Directorates, employees should ensure that a full handover of ongoing projects is conducted with their line manager or other Trust employee nominated by your manager prior to their final working day. This should include a handover of documentation in all formats including electronic that you may have created in the course of your work.

Permission to retain documentation created during the course of your employment (for example policies and procedures) must be provided by your line manager. You should submit your request to retain this information in writing, along with your reasons for your request prior to your final working day.

vii) Confidentiality

You are required to comply with your contractual obligation to maintain the confidentiality of information that you have been privy to during the course of your employment after leaving the Trust.

Trust Managers

The following guidance outlines the responsibilities of Trust managers when an employee resigns from employment.

i. Resignation

Employees are required to provide notice of their intention to leave the Trust, in line with their contracts of employment. In most cases the contractual notice period must be observed, however, managers may after seeking HR advice, at their discretion reduce the amount of notice that an employee must provide, where it can be demonstrated that to insist on the contractual notice would be detrimental to the individual. However, a minimum of one week's notice is required. The notice period cannot be reduced without a specific request from the employee being put forward, i.e. the Trust cannot reduce the notice period for its own benefit.
Within 48 hours of receipt of the employee’s resignation the manager should ensure that the HR department are informed of the termination date, the last working day, any outstanding holiday pay or holidays overtaken, the reason for leaving and the destination on leaving, using the appropriate termination form.

ii. Exit Interview

The employee should be offered an exit interview to take place prior to their last working day. Where an employee raises a specific complaint in writing in relation to their employment prior to their end date with the Trust this must be addressed and HR advice must be sought.

Guidance on conducting an Exit Interview can be found at Appendix 1. The Exit Interview questionnaire to be used for the exit interview is at Appendix 2.

iii. Handover of Trust Property

Managers must ensure that prior to the employee’s last working day that the employee returns any property belonging to the Trust, including their ID badge, car park access badge, uniform, etc.

If an employee has received financial support from the Trust for study, ensure that any previous agreement to refund the Trust is actioned and the appropriate steps to re-coup the money from final salary are taken.

iv. Handover of Ongoing Projects

To ensure continuity, managers must ensure that the employee about to leave the Trust is given the opportunity to handover ongoing projects. It is imperative that all paper and electronic files are retained by the Trust on the employee’s termination. An employee wishing to retain any information or documentation from their employment with the Trust must seek permission in writing from their line manager. The line manager must ensure that the employee has not retained any patient-identifiable information, or any information relating to an identifiable employee.

v. Replacement of Leaver

When considering the replacement of the employee leaving the Trust, the manager should take into account changes in the job role, skill mix, knowledge and skills required for the job role. Further guidance on the factors governing the replacement of vacant posts can be found in the Trust’s Recruitment Policy and Procedure.

Appropriate authorisation to recruit to a vacant post or to make changes following an employee’s resignation that will impact on staff costs must be given prior to any action.
vi. Retiring Employees

The line manager has responsibility for ensuring that the statutory retirement process is conducted for all employees approaching the normal retirement age of 65. Retiring employees are additionally eligible for certain benefits on termination of employment. It is the responsibility of the line manager to ensure that the appropriate processes are in place for the employee to receive their retirement benefits. For further information, refer to the Trust’s Retirement Policy.

Human Resources

i. Reports

Human Resources will be responsible for collating reports from Exit Interviews conducted within the Trust bi-annually to the Human Resources Sub-Committee of the Trust Board.

ii. Exit Interviews

Human Resources will provide third party support to ensure that Exit Interviews are conducted in line with the policy where the employee requests that this.

GUIDANCE ON CONDUCTING EXIT INTERVIEWS

Why is it important?

Exit interviews are seen as good employment practice, giving employees an opportunity for closure and employers a chance to gain valuable feedback on their organisation. If conducted properly, they represent one of the most direct routes for finding out employees’ perceptions on everything, from organisational culture to the staff canteen.

Conducting the Exit Interview

The Exit Interview should be conducted by the line manager in most cases. The employee may, however, request that the interview is conducted by a different manager where there may be issues that they do not wish to discuss with the direct line manager. In these cases, the employee should be referred to Human Resources.

Prior to the interview the employee should be given the list of questions to be covered in the interview to help them to prepare.

Use the interview to gain first hand knowledge from the employee about the job role. Ask them about the skills and characteristics they think are needed to do the job. How well does the job description match the role? What training is required? How experienced should the person be? And how well does the
pay reflect the responsibilities for the role? This information may be used to inform any recruitment decisions.

**Hard to Fill Posts**

If the person leaving is a major loss to the Trust, it is likely you will want to explore in greater details their reasons for leaving the Trust. Ensure that these are fully documented in the Exit Interview documentation.

**Reporting and Monitoring**

All feedback from exit interviews should be returned to the HR Directorate to be fed into a bi-annual report to the HR Committee, which will summarise feedback from Exit Interviews conducted across the Trust.
EXIT INTERVIEW FEEDBACK REPORT

Confidentiality:
The information provided by the Exit Interview will be summarised in a bi-annual report to the Trust’s Human Resources Sub-Committee of the Trust Board. If the employee does not wish to answer any of the questions in the Exit Interview, this wish must be respected, although it should be highlighted to them that this may prevent a full report being provided and thus restrict any actions arising out of the report.

4 Employee Name

Job Role/Band

Department/Directorate

Commencement Date

Leaving Date

Name of immediate Line Manager/Supervisor :

Exit Interview Conducted on

Name of Exit Interviewer

1) Job Role (Comments from the exiting job holder regarding the role that they are leaving)

- Is the job description up to date?
- What skills and characteristics are needed for the role?
- What training is required for the role?
- What experience is required for the role?
- How well does the pay reflect the responsibilities?

2) Reasons for Leaving

Summarise below the reasons given by the employee. More than one reason may be selected by ranking them in order of importance i.e. 1 = main reason, 2 = secondary reason etc

<table>
<thead>
<tr>
<th>Job Related</th>
<th>Personal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer of other Job</td>
<td>Health Related</td>
</tr>
<tr>
<td>Job content</td>
<td>Family Reasons</td>
</tr>
<tr>
<td>Earnings</td>
<td>Moving away</td>
</tr>
<tr>
<td>Working relationships</td>
<td>Travel problems</td>
</tr>
<tr>
<td>Working hours</td>
<td>Retirement</td>
</tr>
<tr>
<td>Other Specify</td>
<td>Other (Specify)</td>
</tr>
</tbody>
</table>
3) New Job Role

If the employee is leaving to take up another post outside of the Trust, summarise below what attracted them to their new role. More than one reason may be selected by ranking them in order of importance i.e. 1 = main reason, 2 = secondary reason etc.

| Career Prospects | Hours | Other (Specify) |

If the employee is moving to a new employer outside of the NHS please indicate the sector.

- Private Health Sector
- Local Authority
- Social Services
- Education
- Charitable Organisation
- Private Sector

Additional information regarding reasons for leaving

4) General Questions

a) How much satisfaction did you get from doing your job?
   - Great Deal
   - Some
   - Little
   - None
   i) What gives you most satisfaction?
   ii) What gives least satisfaction?

b) How satisfied were you with working relations / communications at work?
   - Very
   - Fairly
   - Not Very
   - Not At All
   Comments

c) Do you feel you were consulted / encouraged to put forward your views by management?
   - Yes
   - No
   Comments

d) Was your induction to your job sufficient?
   - Yes
   - No
e) How satisfied were you with the opportunities open to you for career progression at the Trust?

- Very □
- Fairly □
- Not Very □
- Not At All □

Comments

f) Did you have a PDR (Personal Development Review) discussion with a senior person at least annually?

- Yes □
- No □

i) Did this result in a personal development plan?

- Yes □
- No □

Comments

g) Generally, how satisfied were you with the flexibility of your working hours?

- Very □
- Fairly □
- Not Very □
- Not At All □

Comments

h) How satisfied were you with the Trust in helping you to manage your work life balance?

- Very □
- Fairly □
- Not Very □
- Not At All □

Comments

i) Generally, do you feel your workload was manageable?

- Yes □
- No □

Comments

j) Do you feel your area of work was sufficiently staffed?

- Yes □
- No □
k) Have you experienced harassment at work? (bullied/victimised/picked-on)

No ☐ Yes from Patients / Public ☐ Yes from other LWH Staff ☐

Comments

l) Do you think the Trust Health and Safety procedures and policies are adequate?

Yes ☐ No ☐

Comments

i) Was your physical working environment appropriate / adequate?

Yes ☐ No ☐

Comments

m) Was the technical equipment used to carry out your job adequate?

Yes ☐ No ☐

Comments

n) How satisfied were you with your sense of physical security at work, or travelling to / from work?

Very ☐ Fairly ☐ Not Very ☐ Not At All ☐

Comments

o) Generally, how satisfied were you with your terms and conditions of employment, including pay?

Very ☐ Fairly ☐ Not Very ☐ Not At All ☐

Comments

p) Overall how would you rate the Trust as an employer?
Excellent ☐ Unsatisfactory ☐
Very Good ☐ Poor ☐
Satisfactory ☐

Comments

Signature: Date:
Employee

Signature: Date:
Exit Interviewer

Please return completed document to Human Resources along with completed authority to terminate the employee from the Trust’s payroll.

Information taken from the interview will be collated into a statistical summary document for submission on a bi-annual basis to the Human Resources Sub-Committee of the Trust Board. A copy of this document will be retained in the employees file to be archived.
<table>
<thead>
<tr>
<th>Employment History &amp; References</th>
<th>Original Documents Seen</th>
<th>Reference provided by line manager Y/N</th>
<th>Reference authenticated Y/N</th>
<th>References cover 3 years employment history Y/N</th>
<th>Dates of employment (in reference) match application Y/N</th>
<th>Gaps in employment have been questioned Y/N/NA</th>
<th>Proof of time o/s UK provided Y/N/NA</th>
<th>Recorded on ESR Y/N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration &amp; qualifications</td>
<td>Original Documents Seen</td>
<td>Professional registration checked directly with professional body</td>
<td>License to practice confirmed (medical staff only)</td>
<td>Essential qualifications provided</td>
<td>Qualification certificates match application details</td>
<td>Evidence that awarding body verify qualification</td>
<td>Recorded on ESR Y/N</td>
<td></td>
</tr>
<tr>
<td>Criminal Records Disclosure</td>
<td>Original Documents Seen</td>
<td>Disclosure required for the role Y/N</td>
<td>Level of disclosure (Standard/Enhanced)</td>
<td>CRB Disclosure received</td>
<td>Correct level of disclosure received</td>
<td>Evidence that barred lists checked</td>
<td>Self Declaration completed (Model A/Model B)</td>
<td>Recorded on ESR Y/N</td>
</tr>
<tr>
<td>Medical Clearance</td>
<td>Documented clearance on file</td>
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</tbody>
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