

JOB DESCRIPTION

Speech and Language Therapist

Post:	Speech and language Therapist
Band:	5
Division:	Diagnostic and Therapies
Department:	Speech and Language therapy
Responsible to:	Professional/Operational Lead for Speech and Language Therapy

JOB SUMMARY:

- To provide Speech and Language Therapy assessment, diagnosis and treatment to adults with communication and/or swallowing problems.
- To work with the support and supervision of experienced Speech and Language Therapy colleagues.
- To participate in the Band 5 rotation once this has been established.
- To fulfil the core responsibilities identified.
- To manage own time, caseload and prioritise tasks.
- To receive peer group supervision and receive line management support from the Professional Team Leader/ Senior Therapists.

Core Responsibilities for all Speech and Language Therapists

1. Clinical

1. To be responsible for managing a defined caseload.
2. To be responsible for assessment, differential diagnosis, formulation of treatment plans, writing assessment reports, providing appropriate intervention and evaluating the treatment outcome for each individual patient.
3. To review and discharge individual patients.
4. To seek second opinions when necessary.
5. To make onward referrals when necessary.
6. To accept support from designated colleagues.
7. To be accountable for own professional action and recognise own professional boundaries, seeking advice as appropriate.
8. To demonstrate skills in motivating clients and / or carers to engage in the therapeutic process.
9. To form productive relationships with others who may be under stress and / or have challenging communication difficulties.
10. To employ excellent communication skills.

11. To demonstrate the ability to reflect on auditory, visual and kinaesthetic aspects of client's communication and to identify appropriate strategies to facilitate and enhance communicative effectiveness with all patients.
12. To adapt practice to meet individual patient / client circumstances.
13. To demonstrate skills in dealing with clients with disabilities.
14. To have regard for your own and client's personal safety in line with the health and safety regulations.
15. To maintain intense concentration in all aspects of patient management for prolonged periods.
16. To employ appropriate strategies to manage aggressive behaviour within the workplace.
17. To demonstrate empathy with clients, carers, families and colleagues, ensuring that effective communication is achieved, particularly where the patient has problems with understanding.
18. To maintain sensitivity at all times to the emotional needs of patients and their carers particularly when imparting potentially distressing information regarding the nature of the difficulties.
19. To demonstrate clinical effectiveness by use of evidence based practice and outcome measures.
20. To negotiate with clients/carers around individual case management.
21. To work with members of the multidisciplinary teams both within hospital and the community to ensure a well coordinated patient care plan

2. Administration and Management

1. To be responsible for collecting own work statistics.
2. To be responsible for managing own time appropriately and to prioritise tasks.
3. To be responsible for security, care and maintenance of equipment ensuring standards of infection control and safety are maintained – including equipment loaned to clients.
4. To share information with others, observing data protection guidelines.

3. Teaching, Training and Support

1. To demonstrate commitment to personal development and acquisition of further skills and knowledge.
2. To supervise volunteers and assistants.
3. To be responsible for student observation (after one year's postgraduate experience).
4. To be able to explain the role of Speech and Language Therapists to patients, families, visitors, students and volunteers.
5. To access appraisal within an Individual Performance Framework at pre-determined intervals.
To be aware of clinical advancements in order to further develop and maintain clinical competence appropriate to the level of the post.
6. To participate in the department peer clinical supervision system.
To assist in the support of students from other professional groups.
7. To participate in specialist training in area of clinical expertise.
8. To advise manager of own training needs.

9. To assist with the identification of training needs within the team.
10. To participate and develop innovations in areas of risk management, quality standards setting and clinical effectiveness.
11. To develop the ability to evaluate training provided.

4. Service Project Planning and Research

1. To gather and update activity data accurately and regularly, ensuring the provision of such information promptly within local Trust guidelines.
2. To attend and participate in planning meetings, contributing to service initiatives.
3. To provide data and participate in action research, service projects and policy developments as appropriate to grade.

5. General

1. To maintain up to date Health Professions Council and Royal College of Speech and Language Therapists registration.
2. To adhere to National and local standards and guidelines relating to Professional Practice (Communicating Quality 3).
3. To be aware of and adhere to current legislation and employer procedures relating to the post.

SPECIFIC RESPONSIBILITIES

1. CLINICAL

1. To develop assessment and management skills for patients with acquired communication disorders working with support and supervision available from experienced Speech and Language Therapy colleagues.
2. To demonstrate knowledge underpinned by current evidence based practice to inform sound clinical judgement for case management.
3. To demonstrate skills required to work effectively within a multi-disciplinary team.
4. To work in partnership with specialist and highly specialist Speech and Language Therapy colleagues in the team seeking expert advice and support.
5. To make differential Speech and Language Therapy diagnoses on the basis of evidence from a variety of assessments.
6. To communicate complex condition-related information sensitively to patients, carers and other professional colleagues ensuring that effective communication is achieved where there are commonly barriers to understanding e.g. dysphasia, dementia.
7. To be responsible for own adult caseload in consultation with Senior Therapists.
8. To work under the direction of Senior Speech and Language Therapy colleagues.
9. To participate in the development of local clinical guidelines informed by evidence of clinical based practice.
10. To provide advice to patients, families and other professionals within the clinical

field

General Information:

The Trust's Values

University Hospitals Bristol NHS Foundation Trust is committed to provide patient care, education and research of the highest quality. In delivering this ambition, we will be guided by the following values:

- Respecting Everyone
- Embracing Change
- Recognising Success
- Working Together

The Trust expects all staff to work in ways which reflect these values at all times as follows:

Respecting Everyone

- We treat everyone with respect and as an individual
- We put patients first and will deliver the best care possible
- We are always helpful and polite
- We have a can do attitude in everything we do

Embracing Change

- We will encourage all change that helps us make the best use of our resources
- We learn from our experiences and research new ideas
- We look to constantly improve everything we do

Recognising Success

- We say thank you and recognise everyone's contribution
- We take pride in delivering the best quality in everything we do
- We share and learn from each other
- We encourage new ideas that help us to be the best we can

Working Together

- We work together to achieve what is best for our patients
- We support each other across the whole Trust
- We listen to everyone
- We work in partnership

Transforming Care

Transforming Care challenges everyone at University Hospitals Bristol to play their part in supporting quality changes and improvements in their work place, building efficient care systems critical for our patients and their families, both today and in the future.

The Trust's mission is to deliver clinical services, teaching and research of the highest quality. Our vision is to provide first class

technical care, with humanity, compassion and sensitivity to the needs of each patient.

*Delivering best care, Improving patient flow, Delivering best value,
Renewing our hospitals, Building capability, Leading in partnership.*

These are the core elements essential to Transforming Care. Delivering sustainable healthcare services to our patients, which are effective, efficient and driven by excellence, is at the heart of our organisation.

Equal Opportunities

The Trust is committed to eliminating unlawful discrimination and promoting equality of opportunity. All staff have a personal responsibility to contribute towards an inclusive and supportive environment for patients, carers, visitors and other colleagues from all the equality strands (race, gender, age, sexual orientation, religion, disability).

Staff have a personal responsibility to:

- Ensure their behaviour is not discriminatory
- Does not cause offence
- To challenge the inappropriate behaviours of others
- Adhere to the Trust's values, including 'Respecting Everyone', as well as the Staff Conduct Policy and the Equal Opportunities policy

Health and Safety

Under the provisions contained in the Health and Safety at Work Act 1974, it is the duty of every employee to:

- Take reasonable care of themselves and for others at work
- To co-operate with the Trust as far as is necessary to enable them to carry out their legal duty
- Not to intentionally or recklessly interfere with anything provided including personal protective equipment for Health and Safety or welfare at work.

Senior Management is responsible for the implementation throughout the Trust of suitable arrangements to ensure the health, safety and welfare of all employees at work and the health and safety of other persons who may be affected by their activities. Where health and safety matters cannot be resolved at Senior Management level the appropriate Executive Director must be notified.

Line Managers are responsible for the health and safety management of all activities, areas and staff under their control. This includes responsibility for

ensuring risk assessments are completed and implementation of suitable and sufficient control measures put in place. Health and safety issues are dealt with at the lowest level of management practicable. Where health and safety matters cannot be resolved at a particular management level the appropriate Senior Manager must be notified.

Everyone has a responsibility for contributing to the reduction of infections.

Safeguarding Children and Vulnerable Adults

University Hospitals Bristol is committed to safeguarding and promoting the welfare of all children, young people and vulnerable adults, and as such expects all staff and volunteers to share this commitment.

Quality and Clinical Governance

Quality in the NHS has three core dimensions: Patient Safety, Patient Experience and Clinical Effectiveness.

Clinical Governance is about the systems, processes and behaviours to ensure that high quality services are provided to patients. Every member of staff has a role to play in striving for excellence: it is important that everyone is aware of and follows policies and procedures that govern their work; and if something goes wrong, everyone has an obligation to report it so lessons can be learned from mistakes, incidents and complaints.

If any member of staff has concerns on any clinical governance matters, they should raise them with their line manager, professional adviser, or a more senior member of management. Reference should be made to the Trust's guidance on Raising Concerns about provision of patient care.

Information Governance

It is the responsibility of all staff to respect the confidentiality of patients and staff, as specified in the Caldicott Principles, Data Protection Act and the Human Rights Act. It is the duty of every employee to:

- Only access person identifiable information as required in the execution of their duties.
- Disclose information appropriately, in line with the Data Protection Act 1998.
- To ensure good quality data by recording, promptly and accurately, clinical and non-clinical information within agreed timescales to PAS, the health record or the appropriate clinical or non-clinical information system
- Always trace patient notes on the Patient Administration System
- Maintain the confidentiality of their password / username and if in

possession of a 'Smartcard' abiding by the terms and conditions of its use.

Job Description completed/reviewed by:

Managers name:

Date:

All job descriptions are subject to review. Post holders are expected to be flexible and be prepared to carry out any similar or related duties which do not fall within the work outlined. The Line Manager, in consultation with the post holder will undertake any review.

The NHS Knowledge and Skills Framework (the NHS KSF) defines and describes the knowledge and skills which NHS staff need to apply in their work in order to deliver quality services. It provides a consistent, comprehensive and explicit framework on which to base review and development for all staff. Closely aligned with this job description is a KSF profile supporting the effective learning and development of the post holder in a variety of ways.

PERSON SPECIFICATION

Speech & Language Therapist

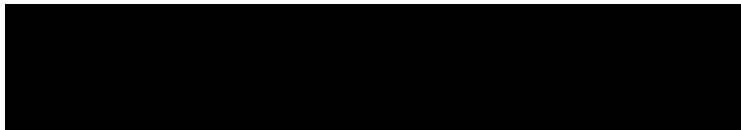
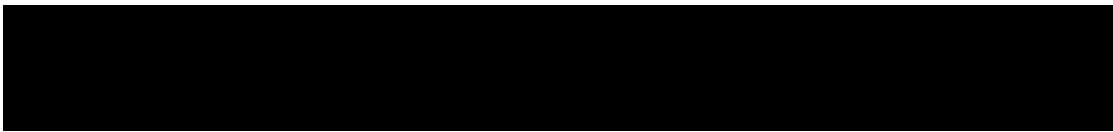
Education and Qualifications	Essential	Desirable	To be evidenced by *
Q1 • Educated to degree level or equivalent	✓		A
Q2 • Member of HPC	✓		A
Q3 • Registered member of RCSLT	✓		A

Knowledge and Experience	Essential	Desirable	To be evidenced by *
E1	Demonstrates knowledge of a variety of adult disorders		I
E2	Experience of MDT working		I
E3	Knowledge of different approaches to communication difficulties and their management/therapy		
E4		Dysphagia skills competency to specialist practitioner- (interprofessional dysphagia framework)	
E5		Experience of working in voice outpatients	
E6		Experience of working in stroke inpatients	
E7		Experience of working in general medical inpatients	

Skills and Abilities	Essential	Desirable	To be evidenced by
S1	Demonstrates ability to communicate effectively and sensitively with a wide range of people		I

S2	Demonstrates highly developed auditory and perceptual skills in the assessment diagnosis and treatment of adult clients	I
S3	Manage a caseload and prioritise time.	

* **A = Application Form I = Interview P = Presentation T = Test**



Extended to 31/03/2017

Date: March 2014



DOCUMENT DETAIL

Author:	
Job Title:	Head of Resourcing
Signed:	
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Approving Body/Committee:	Trust Industrial Relations Group
Chair:	
Date Approved:	20 th May 2014
Target Audience:	All staff involved with the recruitment of permanent, fixed term, bank and agency staff.
Date of Equality Impact Assessment:	July 2009 reviewed March 2014

Document History					
Date of Issue	Version No.	Next Review Date	Date Approved	Executive or Div Lead Responsible for Change	Nature of Change e.g. new legislation
March 2011	1.3	Feb 2013	March 2011	Director of Workforce & Organisational Development	NHSLA
September 2013	1.4	Feb 2015	17 th September 2013	Director of Workforce & Organisational Development	Revision to NHS Employment Standards
November 2013	1.5	Nov 2015		Director of Workforce & Organisational Development	Revision to NHS Employment Standards and Fair treatment of ex-offenders
May 2014 Extended 25/08/16 D Tunnell	1.6	March 2016	20 th May 2014	Director of Workforce & Organisational Development	Reinforcement of internal recruitment requirements

Consultation: This document was reviewed with the following individuals and groups

Trust Industrial Relations Group	
Policy Group	
Temporary Staffing Bureau Manager	
Resourcing	

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1. INTRODUCTION

This policy covers the recruitment of all staff within the Trust. It describes the responsibilities of recruiting managers, members of the Human Resources staff in recruitment and members of the Temporary Staffing Bureau involved with recruitment. The Recruitment Process Flowchart is available at Appendix H.

Variations to these standards may be agreed with the Head of Resourcing where it is in the interests of the service to do so, or in response to changes in the NHS Employment Check Standards or Employment Law.

This policy follows the standards as set out in the NHS Employment Check Standards first introduced in March 2008, and any subsequent changes.

2. PURPOSE

The policy sets out the key principles and procedures which should be adhered to at all times during recruitment. It sets out the responsibilities of both University Hospitals Bristol NHS Foundation Trust and individual members of staff, and the process by which both parties will ensure the maintenance of the highest standards of practice and quality of patient care and staff safety.

The general aims of the policy are:

1. To provide a professional, credible and equitable system for handling all internal and external applications for job vacancies within the Trust
2. To present a professional corporate image to the general public
3. To provide an administrative system which improves the speed of appointment to vacant posts whilst fully adhering to national and local policies and standards
4. To ensure an equitable service is provided for all recruitment users complying with current employment legislation
5. To comply with national mandatory requirements for pre-employment checks, ensuring the maintenance of the highest standards around patient care and staff safety. To safeguard patients, staff and public as far as possible, it is necessary to have robust processes in place to minimise risk.

The Trust's Redeployment Policy and the Equal Opportunities in Employment Policy should be referred to during recruitment and, where appropriate, the Volunteer Policy.

The Trust's Policy Statement on the recruitment of ex-offenders must also be referred to where appropriate. As an organisation using the Disclosure and Barring Service (DBS) checking service to assess applicants' suitability for positions of trust, University Hospitals Bristol NHS Foundation Trust complies fully with the Code of Practice and undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject of a DBS check on the basis of a conviction or other information revealed. The Professional Registration Policy and Procedure should be followed for ensuring registration checks are made directly with the relevant professional body, in accordance with their recommendations, for all clinical staff (temporary and permanent).

Managers, clinicians and Human Resources staff responsible for recruitment must also be familiar with safeguarding (adult and children) policies, procedures and guidelines

which can be obtained through the Governance section on the Trust's intranet, Connect: (<http://connect/Governance/Childprotection/Pages/PoliciesProceduresGuidelines.aspx>).

3. DEFINITIONS

NHS Employment Check Standards are “mandatory for all applicants for NHS positions (prospective employees) and staff in on-going NHS employment. This includes permanent staff, staff on fixed-term contracts, temporary staff, volunteers, students, trainees, contractors and highly mobile staff supplied by an agency.” (<http://www.nhsemployers.org>).

The NHS Employment Check Standards are:

- Verification of identity check (Appendix A)
- Right to work check (Appendix B)
- Professional registration and qualification check (Appendix C)
- Employment history and references check (Appendix D)
- Criminal record check (Appendix E)
- Work Health Assessments (Appendix F)

ESR: Electronic Staff Record

DBS: Disclosure and Barring Service (formally the Criminal Records Bureau - CRB and the Independent Safeguarding Authority - ISA)

HR: Human Resources

VCP/PCP: Vacancy control Panel/Pay Control Panel

Request to recruit form: A form which requires completion prior to a vacancy being advertised

Agenda for Change: The national framework which covers terms and conditions of employment for NHS staff which came into effect in 2004

Health@Work Risk Assessment: The form which all Recruiting Managers must complete in relation to their vacant post highlighting any risks or requirements of the role pertaining to the health well-being and safety of the post-holder.

Declaration Form: Newly appointed staff are required to sign a declaration form which covers any criminal convictions, investigations and fit to practice information. Should a candidate withhold information or falsify this form, their offer of employment may be withdrawn.

4. ROLES AND RESPONSIBILITIES (Duties)

University Hospitals Bristol NHS Foundation Trust

The Trust will ensure that appropriate methods of recruitment and selection are used for the recruitment of suitably trained and experienced staff who demonstrate the organisation's core values and behaviours, to deliver the highest quality of patient care. The Trust will ensure that no new member of staff is allowed to commence duties before satisfactory completion of the recruitment procedure.

Recruitment to all posts is supported through the Resourcing team, which comprises of the Recruitment team and Medical HR.

The recruitment team undertakes the recruitment of all medical and non-medical posts within the Trust with the exception of rotational doctors and Consultants for which the recruitment is undertaken by the Medical HR team.

Members of Resourcing cannot be directly involved in the recruitment of a friend, member of family, partner or colleague. Where this potential conflict of interest arises, the member of Resourcing must raise in the first instance with the Operations Manager - Resourcing.

All staff involved with recruitment must attend the Trust's 'Recruiting the Best' workshop or had their previous experience accredited by the Trust's Teaching and Learning team.

The key duties and responsibilities of those accountable for recruitment within the Trust are:

Head of Resourcing

The Head of Resourcing is responsible for the overall recruitment procedures within the Trust for both medical and non-medical posts, and ensuring overall compliance with Trust, national and legal standards.

Operations Manager - Resourcing

The Operations Manager - Resourcing is responsible for the operational delivery of the recruitment administration for both medical and non-medical posts, ensuring the process is fair, effective and maintains Trust, national and legal standards. The Operations Manager - Resourcing will also ensure that planned audits on recruitment carried out by the Trust are undertaken on a monthly basis. Results from these audits will be presented to the HR Governance Board and action plans set according to any gaps found in the audit.

Assistant Recruitment Supervisor

The Assistant Recruitment Supervisor is accountable to the Operations Manager – Resourcing for advertising all vacant posts onto the national NHS Jobs website and/or in the professional press. They are also responsible for signing off each recruitment episode to ensure all the appropriate employment checks have been accurately undertaken.

Recruitment Coordinator

The Recruitment Coordinator is accountable to the Operations Manager – Resourcing for administering processes and pre-employment checks concerned with all aspects of the recruitment service for both medical and non-medical posts.

Medical HR Officer

The Medical HR Officer is accountable to the Operations Manager - Resourcing for administering processes and pre-employment checks concerned with all aspects of the recruitment service for Consultants and rotational doctors on a recognised training/education programme. They are also responsible for providing support and guidance to Recruitment Coordinators and for issuing the final offer letters and contracts for all other Medical & Dental recruitment.

Recruiting Manager

Recruiting managers are responsible for filling vacancies, ensuring that no appointment of permanent, fixed term, bank or agency staff is made to their ward/department without the required procedures and policies being followed.

Temporary Staffing Bureau Managers

Managers in the Temporary Staffing Bureau act as Recruiting Managers in the process for recruiting temporary staff. The Temporary Staffing Bureau Manager will also ensure that audits on external agencies are undertaken. Results from these audits will be presented to the HR Governance Board and action plans set according to any gaps found in the audit.

5. PROCEDURE FOR RECRUITMENT

5.1 Recruitment of non-Medical and Medical staff, excluding Consultants and rotational doctors

All forms to support Recruiting Managers with recruitment are available on the Trust's intranet, Connect, HR Web section. Forms to support Recruitment Coordinators and Medical HR with recruitment are available on the Resourcing shared folder, under Master Documents.

5.1.1 Review of post

Prior to recruitment, the Recruiting Manager will review the post, job description / person specification / KSF outline (where appropriate) and skill mix against service requirements and business plans.

Where appropriate, and upon request, the relevant HR Business Partner, Employee Services, Head of Resourcing or the Operations Manager – Resourcing will provide advice and support.

If the post is a new role and not a replacement, it will need to be formally evaluated by an Agenda for Change Panel. Information on this process is available from Employee Services.

5.1.2 Approval to recruit

The Recruiting Manager follows the relevant divisional process for obtaining approval to recruit through the divisional vacancy/pay control panel. Advice and process is available from the relevant HR Business Partner or Employee Services.

5.1.3 Notification to advertise a vacancy

The Recruiting Manager ensures the job description and person specification are up to date and in the standard Trust format, completes a Request to Recruit Form, Health @ Work Risk Assessment, writes the advert wording and emails it all to the Recruitment team in Resourcing ([REDACTED]).

An interview date should be included on the Request to recruit form, together with a closing date or the maximum number of applications to be received. The closing date needs to be a minimum of 7 working days from the closing date, unless previously discussed with the Recruitment team.

The Recruiting Manager copies the email to the relevant HR Business Partner.

If it is a new post, the Request to Recruit Form needs to be sent to the HR Information Systems Team ([REDACTED]) to set up the position on the Electronic Staff Record (ESR). The process to follow is set out in the Request to Recruit Form.

Upon receipt of the email, the Recruitment team in Resourcing will check the Request to Recruit Form has been completed fully and accurately, the Job Description and Person Specification are in the required format and an interview date and closing date has been provided.

The HR Business Partner has 2 working days from receipt of the email to inform the Resourcing Team if the vacancy is not to be advertised.

5.1.4 Redeployment

Before any advert is placed, the Recruitment team will follow the Trust's Redeployment Policy.

5.1.5 Advertising the vacancy

Within 2 working days of the vacancy details being received and confirmed as correct, the Assistant Recruitment Supervisor will input the vacancy details onto ESR prior to uploading onto the NHS Jobs website.

Vacancies to be advertised in external publications and websites other than NHS Jobs will be processed by the Assistant Recruitment Supervisor through the Trust's appointed advertising agency.

Timeframes for advertising in external publications are available from the Assistant Recruitment Supervisor. Costs for advertising externally are covered by the relevant department and division of the area undertaking the recruitment.

If the post being advertised is not on the national shortage occupation list, the stipulations of the Resident Labour Market test must be adhered to.

5.1.6 Setting up recruitment campaign folder

Within 2 working days of the vacancy details being received and confirmed as correct, a member of the Recruitment team will establish a recruitment campaign folder on the Recruitment team's shared electronic drive, to include:

- Vacancy reference number
- Request to Recruit Form
- Job description / person specification
- Health @ Work Risk Assessment
- Advert wording

5.1.7 Allocating the vacancy

Within 2 working days of the vacancy details being received and confirmed as correct, the Assistant Recruitment Supervisor will allocate the vacancy to a Recruitment Coordinator who will support the recruitment process.

The Recruitment Coordinator will contact the relevant Recruiting Manager by telephone or email to introduce themselves and confirm the recruitment process, responsibilities and timeframes and provide any necessary support on using NHS Jobs. Interview arrangements may be discussed at this stage.

5.1.8 Responding to enquiries about the vacancy

A member of the Recruitment team will advise any prospective applicants of the recruitment process. All applicants are encouraged to apply online through NHS Jobs. Any specific enquiries about the vacancy will be forwarded to the relevant Recruiting Manager.

The Head of Resourcing discusses with Divisional leads and HR Business Partners any requirements for known/future recruitment activities to meet workforce demands and service needs. Once agreed, the Head of Resourcing informs the Recruitment team in order for the recruitment to be administered within the agreed timescales.

5.1.9 Closing the advert

On the closing date, the Recruitment Coordinator will make the online applications available to the Recruiting Manager. The Recruiting Manager will be informed the applications are available for shortlisting on NHS Jobs, by email.

If the vacancy does not have a set closing date, but closes when a certain number of applications have been received, the Recruitment Coordinator will monitor the status of the vacancy and will close the advert when required. The applications will then be made available to the Recruiting Manager to shortlist online.

5.1.10 Applicants at risk

Any applicants indicating they are at risk need to be initially considered under the Trust's Redeployment Policy.

5.1.11 Short-listing

The Recruiting Manager is expected to shortlist within 2 working days of the applications being made available.

A guidance document on shortlisting on NHS Jobs is available from the Resourcing Team.

The Recruitment Coordinator will follow up with the Recruiting Manager if the shortlisting is not received after 2 working days or on the agreed date if other arrangements have been made.

When shortlisting has been completed, the Recruiting Manager provides interview arrangements to the Recruitment Coordinator by completing the Interview Details Form with the following:

- Confirmed interview date
- Confirmed shortlisted applications (by number)
- Interview panel members
- Interview venue
- Interview times
- Any specific interview arrangements such as a presentation / test.

If an interview date was not included in the advert then at least 7 working days notice of interview needs to be given, unless agreed with the Recruitment team.

The Recruiting Manager is responsible for providing feedback on the shortlisting to any applicant who requests it.

5.1.12 Applicant requesting guaranteed interview

Once short-listing has been completed, the Recruitment Coordinator will check whether any applicant requesting an interview under the Guaranteed Interview Scheme has been shortlisted. This Scheme is in place to support those with a disability who are seeking employment. This means that any applicant with a disability who meets the essential criteria for the post will be offered an interview. The Disability Discrimination Act 1995 defines a disability as 'physical or mental impairment which has a substantial and long term adverse affect on their ability to carry out normal day-to-day duties'.

5.1.13 Invites to interview

Within 2 working days of the shortlisting details being received by the Recruitment Coordinator, invites to interview are sent out. The Recruitment Coordinator completes the standard invite to interview letter and sends either by email, through NHS Jobs or by post.

The Recruitment Coordinator enters the interview details (vacancy reference, job title, Recruitment Manager, Recruitment Coordinator, interview venue, interview times, interviewee names) onto the Recruitment team's shared diary.

When invited applicants contact the Recruitment team, a member of the team will record confirmed interview attendees or withdrawals on the diary. The allocated Recruitment Coordinator will keep the Recruiting Manager informed of the number of interview acceptances.

Two days prior to the interview the Recruitment Coordinator will prepare an interview pack containing application forms of those to be interviewed, Interview Question Template, Interview Outcome Form, Interview Candidate Assessment Form, doors access / security form and a declaration form. The interview pack is collected by the Recruiting Manager, unless other arrangements have been agreed.

Either the day before or on the morning of the interviews, the Recruitment Coordinator will confirm attendance details with the Recruiting Manager.

5.1.14 The interview

On the day of the interview the Recruiting Manager is responsible for confirming the identity of each interviewee against their photographic identity documentation; reviewing the application for any gaps in employment / training, and reasons for leaving, confirming referees are appropriate and for discussing any disclosures that need to be declared. The interview question template (Appendix M) provides a guide to Recruiting Managers.

The Recruiting Manager is responsible for the questions asked at interview to assess each applicant's skills, knowledge, experience, attitudes and behaviours against those set out in the person specification. The Recruiting Manager is responsible for ensuring appropriate and accurate interview notes are made for each interviewee.

After the interview, the Recruiting Manager is responsible for informing both successful and unsuccessful applicants of the outcome and for completing an interview outcome form and doors access / badge form for the successful applicant/s. The Recruiting Manager informs the successful applicant that appointment will be subject to the completion of satisfactory employment checks.

The Recruiting Manager returns all interview paperwork plus interview outcome form/s and door access / badge form/s to the Recruitment Coordinator within 2 working days of the interview.

Upon receipt, the Recruitment Coordinator will check that all paperwork has been returned and the interview outcome form has been fully and accurately completed. Missing paperwork and incomplete forms will delay the start of the employment checks being undertaken.

5.1.15 Conditional offer of employment

Within 2 working days of receiving the interview outcome form, the Recruitment Coordinator will issue the Trust's standard conditional offer of employment letter. The offer of employment is subject to satisfactory completion of the NHS Employment Check Standards. A form requesting the successful applicant's next of kin details is also issued.

5.1.16 Pre-employment checks

Within 2 working days of the receiving the interview outcome form, the Recruitment Coordinator will commence the employment checks.

The 6 mandatory employment checks are set out in Appendices A – F.

For existing staff applying for a post within the organisation and moving internally from one post to another, a pragmatic approach based on a balance of risk is applied in terms of the necessity to undertake the full suite of employment checks. This is discussed between Resourcing and the Appointing Manager. Where internal staff are requested to present personal documentation in compliance with any of the pre-employment checks, they are expected to do so in a timely manner to ensure their offer is confirmed before they move to their new post.

The employment checks for each successful appointee, whether external or internal to the Trust, are recorded on ESR and the Personal File Checklist - Appendix I.

Appendix G details the checking, verification, copying and storing of documents.

A file pro-forma can be used to note any specific areas relating to the employment checks to support the recruitment decision to proceed to appointment. This will be signed off by the Assistant Recruitment Supervisors and the Recruiting Manager. (Appendix J)

5.1.17 Unconditional offer of employment

Upon successful completion of the employment checks, the Recruitment Coordinator will liaise with the Recruiting Manager and the appointee and agree a start date.

Appointees new to the Trust must start their employment with attendance at the Trust's Corporate Induction. The Recruitment Coordinator will book the successful applicant onto this induction.

The Recruitment Coordinator will update the ESR system with the successful appointee's details, and update the personal file checklist.

The Recruitment Coordinator will raise a final, unconditional offer of employment, along with 3 copies of the appropriate Terms and Conditions of Employment.

All recruitment episodes, inclusive of the unconditional offer and Terms and Conditions of Employment will be reviewed and signed off by the Assistant Recruitment Supervisors to ensure the suite of employment checks have been carried out accurately by the Recruitment Coordinator before the final offer letter (unconditional offer) is issued.

A record of each checked file (Recruitment File Check Sheet) is maintained for monthly reporting (Key Performance Indicators - KPI's) and auditing.

The Operations Manager- Resourcing takes a cross section of recruitment episodes each month to audit the mandatory employment checks to ensure ongoing compliance. This includes substantive recruitment (medical and non-Medical), Bank and Volunteers. Action plans are disseminated to ensure gaps/issues are addressed and improvements made. See Monitoring table pages 23-26.

Signed copies of the final offer and Terms and Conditions will be retained on the appointee's recruitment file.

The successful appointee is sent:

- Final offer letter
- 2 copies of the Terms and Conditions of Employment – to sign both with one copy being returned for retention on their personal file
- Staff Conduct Policy
- Induction schedule
- Welcome letter from the Director of Workforce & Organisational Development
- Recruitment feedback questionnaire

The appointee's recruitment file will remain in the Resourcing until:

- Recruiting Manager has completed an e-starter form and the e-form has been processed by a member of the Recruitment team.
- Appointee returns a signed copy of the Terms and Conditions of Employment. The Recruitment team will update the Personal File Checklist.
- Satisfactory completion of the criminal record check if the appointee was able to start their role under supervision. The Recruitment team will update the Personal File Checklist and ESR.

The recruitment file will then be transferred for retention by Employee Services.

5.1.18 Closing the recruitment campaign

The Recruitment Coordinator will file all the recruitment paperwork for 12 months. After 12 months, paperwork will be confidentially destroyed. Dates of confidential destruction are recorded.

5.2 RECRUITMENT OF BANK (TEMPORARY STAFFING BUREAU) STAFF

Recruitment of staff to the Trust's Temporary Staffing Bureau (TSB) will be subject to the processes and policies set out in 5.1. The Temporary Staffing Bureau Managers will act as recruiting managers or will delegate responsibility to other managers within the Trust who have undertaken the Trust's recruitment training. All recruitment will be supported by the Recruitment team in Resourcing.

5.3 RECRUITMENT OF AGENCY / LOCUM STAFF

All requests for agency/locum staff must be directed through the Temporary Staffing Bureau.

Agencies providing temporary staff to the Trust must comply with the pre-employment checks highlighted in Section 3. Agency providers will be issued with an Agency Worker Placement checklist (Appendix K) and are asked to provide this information prior to any agency worker commencing any period of employment.

Agencies are required to remain compliant with the checks required by the Trust and if they fail to provide the required information during audits, they could lose their right to supply temporary staff to the Trust.

The Temporary Staffing Bureau Manager is responsible for auditing all agency providers with whom the Trust have Service Level Agreements to ensure compliance with the NHS Employers Employment Check Standards.

Should a Recruiting Manager wish to use a temporary member of staff from an agency that does not have a pre-arranged agreement with the Trust through the Temporary Staffing Bureau, authorisation must be gained from the relevant division and the Temporary Staffing Bureau Manager. The Recruiting Manager and the division are responsible for agreeing fees with the agency. The Temporary Staffing Bureau Manager is responsible for ensuring the agency provides evidence which confirms employment checks have been carried out in line with NHS Employers Employment Check Standards.

All requests for Medical & Dental locum staff must be directed through the Medical HR team during office hours. Where an internal member of staff cannot fill a shift the Medical HR Officer will contact the Temporary Staffing Bureau to arrange for a locum from one of the Trust's medical agencies.

Out of hours, the Trust's Site team or relevant Consultant will contact the Temporary Staffing Bureau directly to arrange for an agency locum to be booked.

5.4 RECRUITMENT OF MEDICAL & DENTAL STAFF: NON-CONSULTANT CAREER GRADES

For recruitment of non-consultant career grade staff, the relevant Recruiting Manager and the Recruitment team in conjunction with Medical HR will follow steps 5.1.1 to 5.1.18 inclusive.

5.4.1 Unconditional offer of employment for non-consultant career grades

Upon successful completion of each of the pre-employment checks, the Recruitment Coordinator will pass all recruitment paperwork for the successful applicant to the relevant Medical HR Officer, in order for the final, unconditional offer letter and Terms and Conditions of Employment to be issued within one working day.

Appointees new to the Trust must start their employment with attendance at the Trust's Corporate Induction. For Junior Doctors, this is held on the first Wednesday every month. The Medical HR Officer will book the new starter onto this induction and arrange for any other inductions as appropriate.

The Medical HR Officer will update the ESR system with the successful appointee's details, complete a new starter e-form and update the personal file checklist.

The recruitment file, unconditional offer and Terms and Conditions of Employment will be reviewed/signed-off within the Medical HR team. A record of each checked file is maintained for monthly reporting and auditing.

Signed copies of the final offer and Terms and Conditions will be retained on the appointee's recruitment file. The successful appointee is sent the same documents as listed in 5.1.17.

When the appointee returns a signed copy of the Terms and Conditions of Employment, the Medical HR Officer will update the Personal File Checklist.

The recruitment file will then be held by Medical HR.

5.4.2 Closing the recruitment campaign

The Medical HR Officer will file all the recruitment paperwork for 12 months. After 12 months, paperwork will be confidentially destroyed. Dates of confidential destruction are recorded.

5.5 RECRUITMENT OF MEDICAL & DENTAL STAFF – CONSULTANTS

Recruitment of Medical & Dental Consultants is administered by the Medical HR Officers and the relevant HR Business Partner. The Manual for Consultant Recruitment must be referred to. This can be found in the Medical & Dental Recruitment section of 'Recruiting the Best' on HR Web.

5.5.1 Review of post/Approval to recruit

The post is reviewed within the relevant division and a business plan and job description / person specification and proposed job plan is produced. The business plan and job description / person specification and proposed job plan are forwarded to the monthly Medical Efficiencies Group chaired by the Medical Director, for approval. Approval of the job plan, job description and person specification should be sought from the relevant Royal College via the appropriate Regional Advisor for the specialty or sub-specialty.

5.5.2 Interview panel arrangements

There are specific requirements for the interview panel for consultant recruitment. The Manual for Consultant Recruitment must be referred to.

5.5.3 Notification to advertise a vacancy

Medical HR arrange for the Request to Recruit Form and Health @ Work Risk Assessment to be completed, and for the advert to be written. The Medical HR Officer administers the recruitment for the vacant posts within the Division for which they are aligned/responsible within the structure of the Medical HR team.

The Medical HR Officer arranges for this paperwork and the job description / person specification to be forwarded to the Recruitment team. [REDACTED]

The interview date will be included on the Request to Recruit form, as agreed with the interview panel.

If it is a new post, the Request to Recruit Form needs to be sent to HR Information Systems Team [REDACTED] to set up the position on the Electronic Staff Record (ESR). The process to follow is set out in the Request to Recruit Form.

5.5.4 Advertising the vacancy

Within 2 working days of the vacancy details being received and confirmed as correct, a member of the Recruitment team will input the vacancy details onto the ESR prior to uploading onto the NHS Jobs website.

Vacancies to be advertised in external publications and websites other than NHS Jobs will be processed by the Assistant Recruitment Supervisor through the Trust's appointed advertising agency.

Timeframes for advertising in external publications are available from the Assistant Recruitment Supervisor. Costs for advertising externally are covered by the relevant department and division of the area undertaking the recruitment.

If the post being advertised is not on the national shortage occupation list, the stipulations of the Resident Labour Market test must be adhered to.

The Manual for Consultant Recruitment provides further information on the advertising requirements for consultant posts.

5.5.5 Setting up a recruitment campaign folder

Within 2 working days of the vacancy being advertised, the Medical HR Officer will establish a recruitment campaign folder on the Medical HR team's shared electronic drive, to include:

- Vacancy reference number
- Request to Recruit Form
- Job description / person specification
- Health @ Work Risk Assessment
- Advert wording

5.5.6 Responding to enquiries about the vacancy

A member of the Medical HR team will advise any prospective applicants of the recruitment process. Applications are to be submitted online through NHS Jobs. The advert will clearly state whether other documentation, such as CVs, are also to be submitted.

Any specific enquiries about the vacancy will be forwarded to the relevant Recruiting Manager.

5.5.7 Closing the advert

On the closing date, the Medical HR Officer will make the online applications available to the Recruiting Manager and the interview panel. The Recruiting Manager and interview panel will be informed the applications are available for shortlisting on NHS Jobs, by email. The Medical HR Officer will circulate any other application paperwork. The Medical HR Officer will ensure that any external panel members are provided with the appropriate paperwork in a timely manner.

5.5.8 Short-listing

The Recruiting Manager and interview panel are expected to review and shortlist in a timely manner. The Medical HR Officer will follow up as appropriate with the Recruiting Manager.

A guidance document on shortlisting on NHS Jobs is available from the Medical HR team.

The interview details will have been arranged as in section 5.6.3.

The Recruiting Manager is responsible for providing feedback on the shortlisting to any applicant who requests it.

Once shortlisting has been finalised, the Medical HR Officer will contact the Recruiting Manager to obtain a presentation title and audience invitation list for the morning of the interview. The Medical HR Officer will email the audience to notify them of the date, time, title and scoring criteria of the presentation. The Medical HR Officer will collate responses from audience invitees who are able to attend, those sending deputies and those unable to attend and feed this back to the Recruiting Manager.

5.5.9 Applicant requesting guaranteed interview

Please refer to 5.1.12

5.5.10 Invite to interview

Within 2 working days of the shortlisting details being received by the Medical HR Officer, invites to interview are sent out to shortlisted candidates. The Medical HR Officer completes the invite to interview letter, and includes specific clauses as set out in the Manual for Consultant Recruitment and sends either by email, through NHS Jobs or by post. Details of the presentation title, scoring criteria and instructions on how to submit presentations will be included in the invite to interview letter.

The Medical HR Officer will send out regret letters to those applicants not shortlisted and arrange for feedback to be sent from the Recruiting Manager if this is requested.

The Medical HR Officer maintains the interview details (vacancy reference, job title, Recruitment Manager, Medical HR Officer, interview venue, interview times, interviewee names) on the Medical HR team's shared electronic folder.

Any Medical HR Officer will record confirmed interview attendees or withdrawals in the shared folder. The Medical HR Officer is responsible for liaising with the Recruiting Manager to determine whether any reserves from the shortlisting should be invited for interview.

Two days prior to the interview the Medical HR Officer will prepare an interview pack containing application forms of those to be interviewed, Interview Question Template, Interview Outcome Form, Interview Candidate Assessment Form, doors access / security form and a declaration form. The interview pack is collected by the Recruiting Manager, unless other arrangements have been agreed.

5.5.11 The interview

On the day of the interview the HR Business Partner or a member of the Medical HR Team are responsible for confirming the identity of each interviewee against their photographic identity documentation.

The Medical HR Officer is responsible for co-ordinating the presentations which take place on the morning of the interview. Each audience member will be asked to complete a scoring sheet for each candidate's presentation which is then collected and passed to the Recruiting Manager. The Recruiting Manager is responsible for collating the scores with the support of the Medical HR Officer using a formulated spread sheet. This provides an average score which the Recruiting Manager feeds back to the full panel prior to the commencement of the afternoon interviews.

The HR Business Partner is responsible for obtaining clarification on any gaps in employment / training, and reasons for leaving, confirming referees are appropriate and for any disclosures that need to be declared. The interview question template provides a guide.

The Recruiting Manager / interview panel are responsible for the questions asked at interview to assess each applicant's skills, knowledge, experience, attitudes and behaviours against those set out in the person specification. The Recruiting Manager is responsible for ensuring appropriate and accurate interview notes are made.

Further information on the interview process for Consultants is available in the Manual for Consultant Recruitment.

After the interview, the Recruiting Manager is responsible for informing both successful and unsuccessful applicants of the outcome. The HR Business Partner or member of the Medical HR team will support the completion of an interview outcome form for the successful applicant/s. The Recruiting Manager informs the successful applicant that appointment will be subject to the completion of satisfactory employment checks.

The Medical HR Officer will check that all paperwork is completed fully and accurately completed. Missing paperwork and incomplete forms will delay the start of the employment checks.

5.5.12 Conditional offer of employment

Within 2 working days of the interview and once all the completed interview paperwork is available the Medical HR Officer will issue the Trust's standard conditional offer of employment letter. The offer of employment is subject to satisfactory completion of the NHS Employment Check Standards. A form requesting the applicant's next of kin details is also issued.

5.5.13 Pre-employment checks

The Medical HR Officer will immediately commence the pre-employment checks.

The 6 mandatory employment checks are set out in Appendices A – F.

The employment checks for each applicant to be appointed are recorded on ESR and the Personal File Checklist - Appendix I.

Appendix G details the checking, verification, copying and storing of documents.

A file pro-forma can be used to note any specific areas relating to the employment checks to support the recruitment decision to proceed to appointment. This will be signed off by the Senior Medical HR Officer and the Recruiting Manager. (Appendix J)

5.5.14 Unconditional offer of employment

Upon successful completion of the pre-employment checks, the Medical HR Officer will liaise with the Recruiting Manager and the applicant and agree a start date.

The Medical HR Officer will ensure that contact is maintained with the new Consultant between the conditional offer being made and the commencement of the post as this period can often be a number of months. This process is called on-boarding.

Appointees new to the Trust must start their employment with attendance at the Trust's Corporate Induction. The Medical HR Officer will book the new starter onto this induction and arrange for any other inductions as appropriate. As part of the final on-boarding process, the Medical HR Officer will ensure that meetings are arranged with relevant stakeholders such as the Medical Director, Clinical Chair and Divisional Director. The Medical HR Officer will also liaise with the appropriate teams or individuals within the division to ensure that office and secretarial arrangements are in place for the new consultant when they start.

The Medical HR Officer will update the ESR system with the successful appointee's details, and update the personal file checklist.

All recruitment episodes, inclusive of the unconditional offer and Terms and Conditions of Employment will be reviewed and signed off by the Senior Medical HR Officer to ensure the suite of employment checks have been carried out accurately by the Medical HR Officer before the final offer letter (unconditional offer) is issued.

A record of each checked file (Recruitment File Check Sheet) is maintained for monthly reporting (Key Performance Indicators - KPI's) and auditing.

The Operations Manager- Resourcing takes a cross section of recruitment episodes each month to audit the mandatory employment checks to ensure ongoing compliance. This includes substantive recruitment (medical and non-Medical), Bank and Volunteers. Action plans are disseminated to ensure gaps/issues are addressed and improvements made. See Monitoring table pages 23-26.

The recruitment file, unconditional offer and Terms and Conditions of Employment will be reviewed/signed-off within the Medical HR team. A record of each checked file is maintained for monthly reporting and auditing.

Signed copies of the final offer and Terms and Conditions will be retained on the appointee's recruitment file. The successful appointee is sent the same documents as listed in 5.1.17.

The Medical HR Officer is responsible for raising an e-starter form and then ensuring it is processed by a different member of the Medical HR team. The Medical HR Officer will also update ESR

When the appointee returns a signed copy of the Terms and Conditions of Employment, the Medical HR Officer will update the Personal File Checklist.

The recruitment file will then be held by Medical HR.

5.5.13 Closing the recruitment campaign

The Medical HR Officer will file all the recruitment paperwork for 12 months. After 12 months, paperwork will be confidentially destroyed. Dates of confidential destruction are recorded.

5.6 RECRUITMENT OF MEDICAL & DENTAL STAFF – DOCTORS IN TRAINING

Recruitment of Doctors in training is carried out by the Severn Deanery. The Manual for Doctors in Training recruitment must be referred to. This can be found in the Medical & Dental Recruitment section of Recruiting the Best on HR Web.

Medical HR support this process and ensure any further employment checks are carried out and are responsible for issuing Terms and Conditions of Employment.

6. ALERT NOTICE PROCESS

From time to time the Trust is issued with an alert notice from the National Health Services Litigation Authority who operates the Healthcare Professional Alert Notice system. Alert notices are sent to HR Directors, Medical Directors and Directors of Nursing when a healthcare professional could pose a significant risk of harm to patients and there is a need to alert other organisations. These arrangements apply to all regulated healthcare professionals.

The Resourcing team have the responsibility of checking its Employee Staff Record (ESR) and the NHS Jobs website to see if the person in question is a current employee or currently going through the Trust's recruitment process to be a potential new employee. This is undertaken in line with the Temporary Staffing Bureau Manager. Monthly monitoring is also undertaken to ensure on-going awareness.

Appropriate reporting is undertaken if anyone is found to be within the Trust or applying for a post within the organisation.

The Trust's procedures are in line with the Safer Recruitment Scheme for the issue of alert notices for healthcare professionals in England, November 2006.

7. MONITORING COMPLIANCE AND EFFECTIVENESS OF PROCEDURAL DOCUMENTS – Monitoring Table

The organisation has an approved documented process for ensuring that all appropriate employment checks are undertaken for all staff (temporary and permanent) and monitored accordingly. The table below shows the monitoring procedures which provide assurance to the Trust that this policy is adhered to. It describes the processes for monitoring compliance and the actions to be taken where shortfalls and non-compliances are identified. All resulting action plans are developed and monitored through the Head of Resourcing and quarterly with the HR Governance Board.

NHSLA requirement	Policy Reference	What is the evidence?	Who reviews the evidence?	Frequency?	Where are the results reported?	How does improvement and learning take place where shortfalls are identified?
Staff duties relating to the recruitment and selection process Level 1	Section 4	The Trust's Recruitment Policy	All recruitment episodes are finalised by the Recruitment Coordinators/ Medical HR Officers and then signed off by the Assistant Recruitment Supervisors	Every recruitment episode, daily	To the Head of Resourcing through the Resourcing department's Key Performance Indicators	Actions plans to address shortfalls are developed and discussed with the Operations Manager – Resourcing, the Voluntary Services Manager and the Temporary Staffing Bureau Manager as appropriate.
	Appendix H	Recruitment Flowchart				
	Appendix I	Personal file checklist used for every recruitment episode	Operations Manager – Resourcing undertakes audit reviews of a sample of recruitment episodes	Monthly	To the Head of Resourcing following each monthly audit	Actions disseminated to relevant staff involved in the recruitment process in Resourcing, the TSB and Voluntary Services. Coaching and training put in place to ensure ongoing improvements and learning.
	Appendix L	Recruitment file checklist used for every recruitment episode			Formally reported to HR Governance Board quarterly	
	Appendix M	Interview Question template used for every recruitment episode				

NHSLA requirement	Policy Reference	What is the evidence?	Who reviews the evidence?	Frequency?	Where are the results reported?	How does improvement and learning take place where shortfalls are identified?
Types of check required Level 1	Appendix E	DBS Checks – NHS Employment Checks Standard	External audits	As and when requested by the DBS	By/to the DBS and to the Trust's Lead Signatory for DBS standards i.e. the Head of Resourcing	Actions plans to address shortfalls are developed and discussed with the Senior HR team and other key stakeholders such as the Voluntary Services Manager, Temporary Staffing Bureau (TSB) Manager, in addition to the Resourcing team and Recruiting Managers as appropriate
	Appendices A-F	The Trust's Recruitment Policy	All recruitment episodes are finalised by the Recruitment Coordinators/ Medical HR Officers and then signed off by the Assistant Recruitment Supervisors	Every recruitment episode, daily.	To the Head of Resourcing through the Resourcing department's Key Performance Indicators	Actions plans to address shortfalls are developed and discussed with the Operations Manager – Resourcing, the Voluntary Services Manager, Temporary Staffing Bureau (TSB) Manager as appropriate.
	Appendix M	Interview Question Template		Recruitment file pro-forma is reviewed monthly		
	Appendix I	Personal File Checklist			To the Head of Resourcing following each monthly audit	
	Appendix L	Recruitment file check sheet	Operations Manager – Resourcing undertakes audit reviews of recruitment episodes	Monthly	Formally reported to HR Governance Board quarterly	Actions disseminated to relevant staff involved in the recruitment process in Resourcing, the TSB and Voluntary Services
			The Trust's Internal Audit Department	As and when requested	Head of HR, Finance Director as Head of Audit, Head of Resourcing	Actions plans to address recommendations are developed and discussed with Senior HR team and disseminated to relevant staff in Resourcing, Voluntary Services and the TSB

NHSLA requirement	Policy Reference	What is the evidence?	Who reviews the evidence?	Frequency?	Where are the results reported?	How does improvement and learning take place where shortfalls are identified?
How checks are made Level 1	Section 4, 5.1.17 & 5.5.14	The Trust's Recruitment Policy	All recruitment episodes are finalised by the Recruitment Coordinators/ Medical HR Officers and then signed off by the Assistant Recruitment Supervisors	Every recruitment episode is signed off as concluded, daily.	To the Head of Resourcing through the Resourcing department's Key Performance Indicators	Actions plans to address shortfalls are developed and discussed with the Operations Manager – Resourcing, the Voluntary Services Manager and, the Temporary Staffing Bureau (TSB) Manager as appropriate. Actions disseminated to relevant staff involved in the recruitment process in Resourcing, the TSB and Voluntary Services. Coaching put into place to ensure ongoing improvement and learning.
	Appendix M	Interview Question Template		Recruitment file pro-forma's are reviewed monthly	To the Head of Resourcing following each monthly audit	
	Appendix I	Personal File Checklist				
	Appendix L	Recruitment file checklist	Operations Manager – Resourcing undertakes an audit of a sample of clinical, non-clinical, volunteer, Bank and external locum (Locums from other Trusts) recruitment episodes	Monthly	Formally reported to HR Governance Board quarterly	

NHSLA requirement	Policy Reference	What is the evidence?	Who reviews the evidence?	Frequency?	Where are the results reported?	How does improvement and learning take place where shortfalls are identified?
<p>Process for receiving assurance that checks are being carried out by all external agencies used by the organisation for all temporary staff</p> <p>Level 1</p>	Appendix K	<p>Agency Worker Placement Checklist</p> <p>Results of audits and assurance from external agencies.</p>	Temporary Staffing Bureau Manager	Quarterly	Head of Resourcing, Head of HR, Service Leads, HR Governance Board (1/4ly)	<p>Temporary Staffing Bureau Manager responsible for developing and implementing action plans and disseminating with TSB team.</p> <p>Feedback given and discussed with agency. Contract with agency provider reviewed. Any persistent problems with an agency may lead to their use being discontinued</p>
NHSLA requirement	Policy Reference	What is the evidence?	Who reviews the evidence?	Frequency?	Where are the results reported?	How does improvement and learning take place where shortfalls are identified?
<p>Process for monitoring compliance with all of the above</p>	5.1.17 5.5.14	<p>Resourcing Service Key Performance Indicators</p> <p>Audit reports</p> <p>RAG Reports</p>	Operations Manager – Resourcing and Assistant Recruitment Supervisors	<p>Monthly</p> <p>Monthly</p> <p>Quarterly</p>	Head of Resourcing, Head of HR, HR Governance Board	<p>Action plans developed and implemented to address shortfalls. Progress of action plans and improvements reported to HR Governance Board</p>

8. REFERENCES

Trust Professional Registration Policy and Procedure
Trust Recruitment & Fair Treatment of Ex-Offenders Policy
Trust Equal Opportunities in Employment Policy
Trust Redeployment Policy
Trust Volunteer Policy
Trust VIP Policy
Trust Third Party Standard Operating Procedure
Temporary Staffing Bureau Standard Operating Procedure
Manual for Consultant Recruitment
Manual for Doctors in Training Recruitment

NHS Employers – Employment Check Standards:

<http://www.nhsemployers.org/RecruitmentAndRetention/Employment-checks/Employment-Check-Standards/Pages/Employment-Check-Standards.aspx>

APPENDIX A – Verification of identity - Employment Check Standard

Each applicant needs to provide original documentation to verify their identity.

- One photographic document and two address documents, or
- Two photographic documents and one address document.

To ensure compliance with the most current standards as set out by NHS Employers, direct reference to the website should be made for the list of acceptable documents.

<http://www.nhsemployers.org/RecruitmentAndRetention/Employment-checks/Pages/Employment-checks.aspx>

Original documents should be checked, verified, copied and stored as set out in Appendix G.

APPENDIX B – Right to work – Employment Check Standard

Prior to starting employment, the Trust must check an applicant's entitlement to work in the United Kingdom. It is a criminal offence for the Trust to knowingly employ someone who is not entitled to work in the UK. The Trust is also responsible for checking the ongoing entitlement to work of employees with limited leave to remain in the UK.

To ensure compliance with the most current standards as set out by NHS Employers, direct reference to the website should be made for the list of acceptable documents.

<http://www.nhsemployers.org/RecruitmentAndRetention/Employment-checks/Pages/Employment-checks.aspx>

Further information is also available from the UK Border Agency website:

<http://www.ukba.homeoffice.gov.uk/sitecontent/documents/employersandsponsors/preventingillegalworking/>

Original documents should be checked, verified, copied and stored as set out in Appendix G.

APPENDIX C – Professional registration and qualifications – Employment Check Standard

Where professional registration is a requirement for the position, as detailed in the person specification, the registration must be verified as described in the Trust's Professional Registration Policy and Procedure and with reference to the NHS Employment Check Standard on Professional Registration and Qualification Checks.

<http://www.nhsemployers.org/RecruitmentAndRetention/Employment-checks/Pages/Employment-checks.aspx>

Qualifications that are an essential requirement for the position, as listed in the personal specification, must be verified as part of the pre-employment checks. A copy should be taken of the original certificate; the details cross-checked with the information provided on the application form, and against references when appropriate. A check made directly with the awarding body may be appropriate.

Further information is available from the NHS Employers website:

<http://www.nhsemployers.org/RecruitmentAndRetention/Employment-checks/Pages/Employment-checks.aspx>

Original documents should be checked, verified, copied and stored as set out in Appendix G.

APPENDIX D – Employment history and references – Employment Check Standard

References will be requested after interview and only for the successful applicant. The applicant must give consent for the Trust to approach referees.

If sufficient references cannot be obtained, the Recruitment Coordinator must complete a Recruitment File Proforma for authorisation by the Recruiting Manager and Operations Manager - Resourcing.

References are requested by the Recruitment Coordinator/Medical HR Officer using the Trust's standard reference request letter or via NHS Jobs or issuing the standard word document version.

The Recruitment Coordinator/Medical HR Officer will make the references available to the Recruiting Manager for review prior to a final offer of employment being made.

Further information is available from the NHS Employers website:

<http://www.nhsemployers.org/RecruitmentAndRetention/Employment-checks/Pages/Employment-checks.aspx>

APPENDIX E – Criminal record – Employment Check Standard

The Trust carries out 4 levels of criminal record check depending upon the position being recruited to.

Basic - carried out through Disclosure Scotland and details only unspent / current convictions. It is not a mandated requirement in the NHS to carry out a basic disclosure check.

Anyone requiring a Basic check is permitted to take up post prior to their criminal record check being received, but under strict supervision.

Standard - carried out through the Disclosure and Barring Services and lists all convictions (spent and unspent), cautions, reprimands, and warnings held on the Police National Computer (PNC).

Anyone requiring a Standard check is permitted to take up post prior to their criminal record check being received, but under strict supervision.

Enhanced - with a check against the 2 Barred lists – carried out through the Disclosure and Barring Service and will reveal all convictions (spent and unspent), with a check against the two barred lists (barred from working with children, barred from working with vulnerable adults), and any local police information. New appointees cannot take up post until their disclosure clearance has been satisfactorily received.

Anyone requiring an Enhanced check against the 2 barred lists CANNOT take up post prior to their criminal record check being received.

Enhanced - without a check against the 2 Barred lists –
As above, but with no check against the two barred lists.

Anyone requiring an Enhanced check that does not include a check against the 2 barred lists, is permitted to take up post prior to their criminal record check being received, but under strict supervision.

Staff on Bank-only contracts, irrespective of role, are NOT allowed to take up their Bank post prior to their criminal record check being received.

Applicants are also required to complete a declaration form. Declaration A is to be completed Enhanced checks. Declaration B is to be completed for all other level checks.

<http://www.nhsemployers.org/RecruitmentAndRetention/Employment-checks/Pages/Employment-checks.aspx>

APPENDIX F – Work Health Assessments - Employment Check Standard

The Recruiting Manager completes a [Health@Work](#) Risk Assessment Form when requesting a vacancy to be advertised.

At the conditional offer stage, the successful applicant is provided with the Risk Assessment and asked to complete and sign a declaration as to whether they have any health condition which may affect their ability to carry out the role they have applied for. A letter from Occupational Health is also provided to the applicant.

If an applicant for an Administration & Clerical post i.e. non-patient facing returns a declaration stating 'no', this statement is retained on their personal file, the Personal File Checklist and ESR are updated and no further action is taken by the Recruitment Coordinator. If a 'yes' is declared, the Recruitment Coordinator provides them with a [Health@Work](#) Assessment Form to complete.

All other staff groups complete a [Health@Work](#) Assessment Form regardless of the outcome of the declaration statement.

The contents of the [Health@Work](#) Assessment Form is confidential between the applicant and Occupational Health. The Recruitment Coordinator provides an envelope for the return of the form to Occupational Health. Occupational Health assess the form and confirm in writing to the Resourcing Team whether the applicant is fit for work, fit with some adjustments or not fit for the role. The Recruitment Coordinator updates the Recruiting Manager as appropriate and updates the Personal File Checklist and ESR. Where an immunisation review is required, Occupational Health will inform both the candidate and the Recruiting Manager. The Recruitment Co-ordinator will ensure the Manager is aware of this too.

Further information is available from the NHS Employers website:

<http://www.nhsemployers.org/RecruitmentAndRetention/Employment-checks/Pages/Employment-checks.aspx>

APPENDIX G – Checking, verifying, copying and storing documentation

Original documentation must be checked and verified using the instructions set out in Annexe 1: Checking documentation for authenticity in NHS Employers Employment Check Standard – Verification of identity.

<http://www.nhsemployers.org/Aboutus/Publications/Documents/Verification%20of%20identity%20checks.pdf>

All documents provided by the applicant for verification of identity must be photocopied and retained on the personal/recruitment file. The person taking the copy must sign and date the copy to show it has been certified.

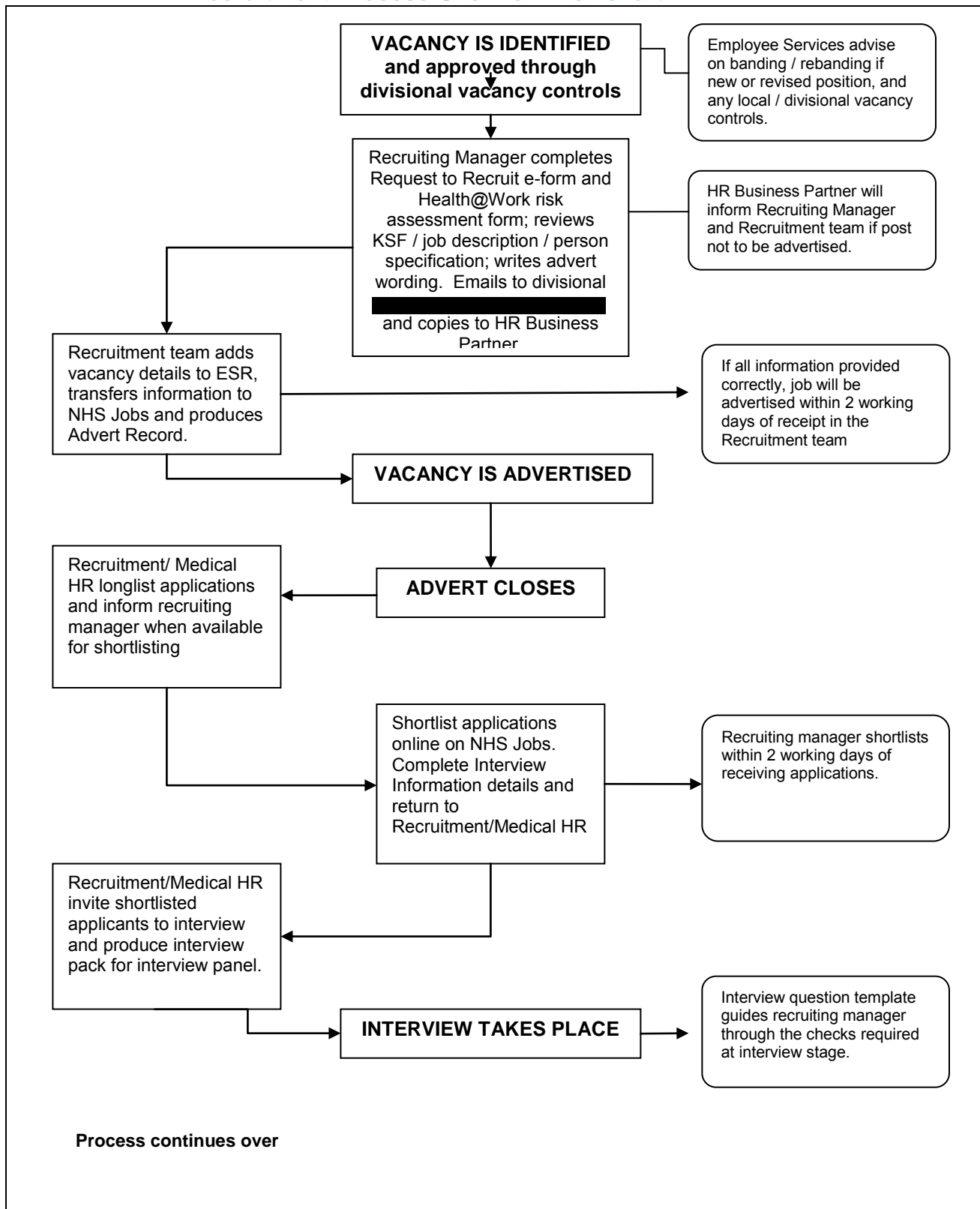
All documents provided by the applicant as evidence for the right to work in the UK must be photocopied and retained on the personal/recruitment file to provide an ongoing defence against a penalty.

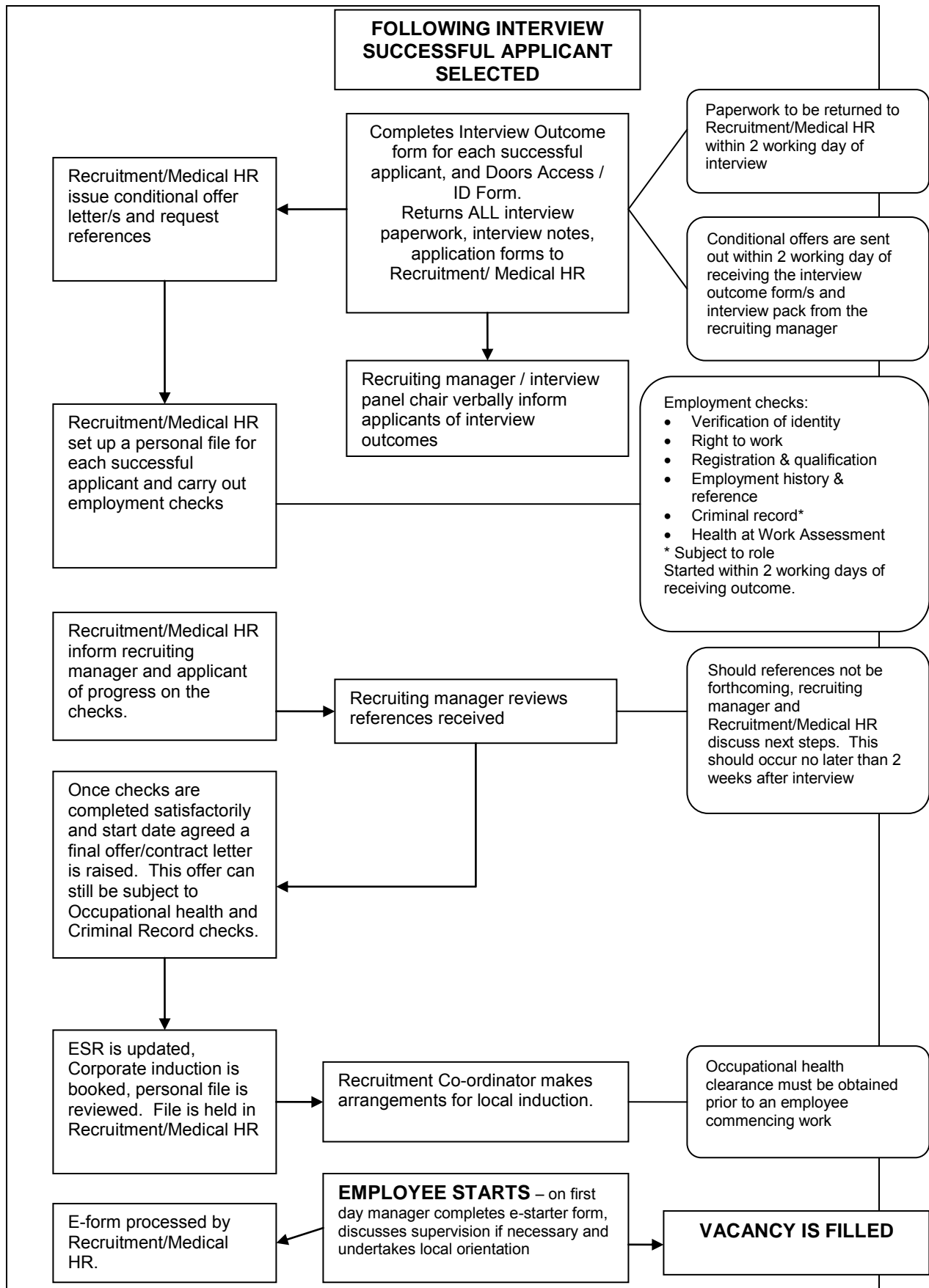
Right to work documents must be validated, copied and stored as set out in NHS Employers Employment Check Standard – Right to work

<http://www.nhsemployers.org/Aboutus/Publications/Documents/Right%20to%20work%20checks.pdf>

In line with the Trust's Professional Registration Policy professional registration, if required for a post, must be validated, copied and stored on the employee's Personal File.

APPENDIX H Recruitment Process Overview Flowchart





APPENDIX I – PERSONAL FILE CHECKLIST

Name:	Job Reference:
--------------	-----------------------

Ensure these documents are in the file	Tick	Comments/reason for documents not in file	
Original application form			
Job description/person specification			
Health@work assessment form			
Interview questions & responses			
Interview outcome form			
Offer letter – conditional <i>If the appointee is a Newly Qualified Nurse/Midwife/ODP have you sent a copy of the conditional letter to the LEF team?</i>		Date sent to applicant: Date sent to LEF team:	Application downloaded:

REFERENCES – Three Years (minimum 2). Where it is an NHS to NHS appointment, a reference from the sending Trust is appropriate. <i>If the appointee is a newly qualified Nurse/Midwife/ODP you must get references from 1) their Higher Education Institution and 2) a clinical reference. If they are a UWE student, the clinical reference must be from their last clinical placement</i>			
Reference 1 Name Company Date emailed/posted: From: To:		Reference 4 Name Company Date emailed/posted From: To:	
Reference 2 Name Company Date emailed/posted From: To:		Reference 5 Name Company Date emailed/posted From: To:	
Reference 3 Name Company Date emailed/posted From: To:		References reviewed by recruiting manager?	
Period of employment / training covered by reference/s: (month/year)		From: To:	

Proforma – for any checks not fully complete	Reason:
--	---------

RIGHT TO WORK – documents checked, copied, signed & date		
Passport – please state country issued		(Ensure front cover of passport is copied)
Visa/Permit Status – please state type		
Birth Certificate (inc parents' details) and P45/P60/NI card		
Student ID & Term Timetable		

VERIFICATION OF IDENTITY - documents checked, copied and signed		
Two forms of photographic personal ID and one address confirmation document		<u>State documents received</u> 1. 2. 3. 4. 5.
One form of photographic personal ID and two address confirmation documents		
National Insurance Card (Payslip, P60 or P45 if no card)		
Payslip (NHS Employees only) Please note date of payslip and band		Comments:

WORK ASSESSMENT CHECKS	
Self-Certification Yes <input type="checkbox"/> No <input type="checkbox"/> For A&C non-patient facing roles only Date Cleared:	Date sent to O/H (if required): H.S.A. / Catering staff food handlers sent Yes <input type="checkbox"/> No <input type="checkbox"/> Date Cleared: Is vaccine review needed Yes <input type="checkbox"/> No <input type="checkbox"/> Date Manager Informed: Evidence of this MUST be kept on file

CRIMINAL RECORD CHECK	
Level of criminal record check Enhanced <input type="checkbox"/> Standard <input type="checkbox"/> Basic <input type="checkbox"/> Enhanced check against barred lists Adults <input type="checkbox"/> Children <input type="checkbox"/> Both <input type="checkbox"/>	Date link sent to candidate: Date verified by RC: Date criminal record cleared: Disclosure <u>Clearance</u> Number:
If adverse disclosure, has the candidate been asked to provide the original DBS form? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, date of initial email: _____ RM Informed? Yes <input type="checkbox"/> Date of first chase after 3 working days from initial contact: _____ RM Informed? Yes <input type="checkbox"/> Date of second chase after 5 working days from initial contact: _____ RM Informed? Yes <input type="checkbox"/> Date of letter informing candidate that post will be withdrawn if no contact within 10 working days of initial letter _____ RM Informed? Yes <input type="checkbox"/> Outcome: post withdrawn following discussion with RM? Yes <input type="checkbox"/> No <input type="checkbox"/> Recruiting manager informed? Yes <input type="checkbox"/>	

Posts requiring an Enhanced check without a check against the barred lists, a Standard check or a Basic check can be supervised until clearance is received. **Name of supervisor:**

Posts requiring an Enhanced check which includes a check against the barred lists can NOT have the post holder commence until clearance is received.

List of Valid Identity Documents for Criminal Record Check

Group 1 – Primary Trusted Identity Credentials

- ☐ Current valid Passport – UK or EEA (or Non-EEA in combination with a Biometric Residence Permit or current Work Permit/Visa)
- ☐ Biometric Residence Permit (UK)
- ☐ Current Driving Licence (UK) (Full or provisional) Isle of Man /Channel Islands; & Counterpart
- ☐ Birth Certificate (UK & Channel Islands) - issued within 12 months of date of birth

Group 2

- ☐ Mortgage Statement (UK)**
- ☐ Bank/Building Society Statement (UK)*
- ☐ Credit Card Statement (UK)*
- ☐ Financial Statement ** - e.g. pension, endowment, ISA (UK)
- ☐ Council Tax Statement (UK & Channel Islands) **
- ☐ Work Permit/Visa (UK) (UK Residence Permit) **
- ☐ Utility Bill (UK)* – Not Mobile Telephone
- ☐ Benefit Statement* - e.g. Child Allowance, Pension
- ☐ A document from Central/ Local Government/ Government Agency/ Local Authority giving entitlement (UK & Channel Islands)*- e.g. from the Department for Work and Pensions, the Employment Service , Customs & Revenue, Job Centre, Job Centre Plus, Social Security
- ☐ EU National ID Card

You must either have 1 document from Group 1 and 2 documents from Group 2 **OR** 2 documents from Group 1 and 1 document from Group 2, If they cannot produce any documents from Group 1, 5 must be obtained from Group 2

Denoted with * - it should be less than three months old **Denoted with **** - it should be issued within the past 12 months **Not denoted** – it can be more than 12 months old.

DECLARATION FORM

Declaration Form A

Enhanced/Standard: ☐

Declaration B

Basic: ☐

Copy to Jobs@ if anything declared ☐

QUALIFICATIONS

Qualifications:

Qualification certificates checked, copied and signed (List if essential requirement for post)

(Please refer to Job Description for essential qualifications)

Professional Registration

Type of registration required:

Registration number:

Type of registration:

Registration to be checked on website:

Date of check:

FINAL OFFER			
Offer letter – unconditional		Date sent:	
<i>If the post is part-time, does the letter and contract say 'pro-rata' against the salary?</i>			
Contract and Staff Conduct Policy issued		Date sent:	Date contract returned:
Induction course booked Date attending induction:		OH spread sheet updated with starting month	
<i>If the appointee is a Newly Qualified Nurse/Midwife/ODP have you sent a copy of the final offer to the LEF team?</i>		Date sent:	

ESR INPUTTING			
PERSONAL INFORMATION		EXTRA INFORMATION	
Personal Information (incl. full names)		Criminal Record Check	
Date of Birth		<u>Employment Checklist</u>	
National Insurance Number		Residency Status. Indefinite leave to remain / settlement should be noted as Permanent.	
Town of Birth (if known)		Work Permit/ Sponsorship required? Indicate YES for certificates of sponsorship or WP, all others NO.	
Status (Married/ Single)		Occupational Health	
Nationality		Illegal Working Checklist – must be completed for those with temporary residency.	
Country of Birth		Registration & Membership	
<u>BEER MUG</u>		Religion & Sexual Orientation	
NHS Entry date & Organisation (if applicable)		<u>OTHERS</u>	
D.O.B verification date		Disabilities	
Maiden name		ID Mandatory NHS employment checks	
<u>EMPLOYMENT</u>		Qualifications	
Ethnic Origin		Schools & Colleges attended	
<u>OFFICE DETAILS</u>		Change URP to HR Administration	
UH Bristol E-mail address (If not known: none@uhbristol.nhs.uk)		<u>CONTACT DETAILS</u>	
<u>ADDRESS</u>		Next of Kin	
Address & Type i.e.) home or work etc...		Address	
Phone numbers / E-mail		Telephone Numbers	
<u>APPLICATION</u>		Primary Contact ticked	
Status (Offer Accepted)		<u>Comments (if applicable)</u>	
Supervisor			
<u>BEER MUG</u>			
Fixed term end date & reason			

Checklist completed by (Jobs@):Date:.....
(Please print name)

APPENDIX J – FILE PROFORMA

Name:

Position & Job Ref:

Concerns/ Issues with the file (to be completed by Recruitment Co-ordinator)

Recruitment Managers comments

Decision:

Authorisation given to proceed with appointment:

Recruiting Manager

Sign_____

Date_____

Assistant Recruitment Supervisor

Sign_____

Date_____

APPENDIX K Agency Worker Placement Checklist

Authority name (location)	UHBristol	Authority reference no. (if provided)	
Reason for Booking (if provided)			
AfC Job Title	i.e. Acute Adult	AfC band	EPP?
Placement date from		Placement date to	
Proposed working pattern	Shift times	Total number of hours booked	000

Hourly Pay Rate incl. any adjustments, as appropriate	Refer to rates table	Total hourly charge excl. VAT	Refer to rates table
Hourly Agency fee	Refer to rates table	VAT (as appropriate)	N/A
Travel and/or Other disbursements	None		
Accommodation required	None		

Agency Worker's full name				Full continuous employment history attached	
Previously worked at the Authority as above?	Yes / No	Available for full placement period?	Yes	Recent photograph attached	
Verified ID	i.e. United Kingdom Passport			Attached	No
Nationality and Immigration status (Right to Work in UK)	Not applicable (as above)			Attached	No

Relevant Professional and Regularly Body registration (as appropriate)	NMC
Relevant Professional and Regularly Body registration number (as appropriate)	
Relevant Professional and Regularly Body registration last checked (as appropriate)	

CRB disclosure no.		CRB disclosure type	Enhanced
CRB name of employer		Date CRB issued	

Certificate of Fitness for Employment issued by		Date issued	
--	--	--------------------	--

Competent in oral and written English		Two references attached		Alert notification?	
--	--	--------------------------------	--	----------------------------	--

Other information as required by the Authority	
---	--

The above named Agency Worker has been submitted by the Supplier for consideration in the provision of the Services i) in response to a request from the Authorised Officer of the Authority; ii) has undergone all of the necessary and appropriate pre-employment screening checks as required by the NHS Conditions of Contract for the supply of temporary Allied Health Professional and associated staff and Healthcare Science Services staff to ensure their compliance prior to supply and iii) shall be charged in accordance with the Contract Price set out in Appendix 2 to the Framework Agreement or the SLA (or Escalated Contract Price as agreed with the senior Authorised Officer of the Authority).

Name		Position	Consultant
Signature		Date	

APPENDIX L – RECRUITMENT FILE CHECK SHEET

Recruitment Coordinator name:

Applicant number	Verifying ID	Right to work	Reference / work history	Quals / registration	DBS	Occ Health	Letter/email / contract quality	SLA time-frames	Date

UNIVERSITY HOSPITALS BRISTOL NHS FOUNDATION TRUST

APPENDIX M

INTERVIEW QUESTION TEMPLATE

Candidate's name: (please print)			
Interview Date:		Job Ref No:	

Checking the candidate's identity	
<p>Please ask to see the candidate's photographic identity document (passport, driving licence photo card, national ID card EEA country).</p> <p>Please take a photocopy or note document type and document number.</p> <p>Please ask applicant to sign their application form and compare signature with that on the identity document.</p>	<p>Photocopy taken: Yes / No (please sign, date, name of person checking)</p> <p>If no: Document type: Document number:</p>

Competency Rating Scale:

1	2	3	4	5
Much less than Effective	Less than Effective	Effective	More than Effective	Much more then Effective
Significantly below the standard required for performance	Generally below the standard required for effective performance	Consistently meets the standard required for effective performance	Generally above the standard required for effective performance	Significantly above the standard required for effective performance

Questions to be set by Recruiting Manager

Competency being measured	Questions / Areas to explore	Model answers (key points)	Candidate's answers	Score
1.				
2.				
3.				
4.				
5.				
6.				
7.				

Competency being measured	Questions / Areas to explore	Model answers (key points)	Candidate's answers	Score
Behaviours and Values	<p>Your interviewee has been sent the Trust's Behaviours & Values leaflet when they were invited to interview.</p> <p>Respecting Everyone, Embracing Change, Recognising Success, Working Together</p>			

TOTAL SCORE:.....

<p>Employment history/training Please review any gaps and discuss reasons for leaving</p>	<p>Reasons for gaps/leaving</p> <p>Please continue over if necessary</p>
<p>Qualifications If qualifications are an essential criteria on the person specification please check the applicant can provide evidence (for Nursing Assistants – evidence must be presented at interview)</p>	<p>Qualification evidence</p>
<p>Referee details Please check contact details Do references cover the previous 3 year period? Are referees managers not colleagues?</p>	<p>Further referee information</p> <p>Please continue over if necessary</p>

Declaration

Before a candidate can be considered for appointment in a position of trust within UHBristol, we need to be satisfied about their character and suitability. The Trust has a policy on the Recruitment & Fair Treatment of Ex-Offenders. Please contact Resourcing if you require further information.

For posts requiring a Standard or Enhanced Disclosure and Barring check:

Please ask the applicant if they have any 'unspent and spent' convictions, cautions or warnings, or any other information to declare.

For posts requiring a Basic disclosure check

Please ask the applicant if they have any 'unspent' convictions.

Please make note of:

- Details of offences
- Type of offence – conviction, caution, warning etc
- When the offence took place
- Circumstances surrounding the offence/s

Please confirm to the applicant what notes you have written about their disclosures.

Disclosure information is treated in strict confidence and only those who need to be informed during the recruitment process will be.

Please note response/discussions

Candidate/s successful at interview will be asked to complete a full declaration form and undergo an appropriate criminal record check (arranged by your recruitment coordinator).

Please continue over if necessary

Signed by: **Name:**

Interviewer

Please print

Date: March 2014

Further interview information (continued)

EQUALITY IMPACT ASSESSMENT SCREENING FORM					
Title: Recruitment Policy					
Author: [REDACTED]		Division: Trust Services		Date: February 2013	
Document Class: Policy		Document Status: Policy Review		Issue Date: Original July 2009	
Review Date: February 2015					
What are the aims of the document? To clearly state the Trust's procedure and standards that should be adhered to at all times for recruiting staff into the organisation.					
What are the objectives of the document? To ensure a consistent, fair and safe approach to recruitment, ensuring that employment legislation, equality legislation and mandatory checks are complied with. The Recruitment Policy operates within wider Human Resources related policies including Valuing Diversity Strategy and Equal Opportunities Policy.					
How will the effectiveness of the document be monitored? Recruitment equality & diversity reports, monthly Recruitment Service Key Performance Indicators, audit results.					
Who is the target audience of the document (which staff groups)? All Staff Groups involved with recruitment, HR function, Recruiting Managers					
Which stakeholders have been consulted with and how? HR Business Partners, Temporary Staffing Bureau Managers, Staff Side representatives					
Who is it likely to impact on?					
<input checked="" type="checkbox"/>	Staff	<input checked="" type="checkbox"/>	Patient	<input checked="" type="checkbox"/>	Visitors
				<input checked="" type="checkbox"/>	Carers
				<input checked="" type="checkbox"/>	Other (please specify): Volunteers / Agency Staff

	Yes or No	Give reasons for decision	What evidence was examined?
Does the policy/strategy/function or proposed change affect one group more or less favourably than another on the basis of:		Professional registration is agreed by the various staff group national bodies and is an essential requirement to ensure high quality patient care	
Race	No		
Ethnic Origin (including gypsies and travellers)	No		
Nationality	No		
Gender (including transgender)	No		
Culture	No		
Religion or belief	No		
Sexual Orientation (including lesbian, gay, bisexual and transgender)	No		
Age	No		
Disability (including learning disability, physical, sensory impairment and mental health)	No		
Socially excluded groups (e.g. offenders, travellers)	No		
Human Rights	No		

Are there opportunities for promoting equality and/or better community relations? NO	
If YES, please describe:	
Please state links with other relevant policies, strategies, functions or services: Professional Registration Policy and Procedure, Recruitment & Fair Treatment of Ex-Offenders, Temporary Staffing Bureau Standard Operating Procedure; Redeployment Policy; Equal Opportunities in Employment Policy; Volunteer Policy.	
Action Required: not applicable	
Action Lead:	To be delivered by when:
Progress to date:	
Next steps:	
How will the impact on the service/policy/function be monitored and evaluated? Recruitment processes are audited monthly and reported to the HR Governance Board quarterly.	
Person completing the assignment: [REDACTED]	Date: March 2014 Review Date: March 2016



Positive About Disabled People – Double Tick Symbol Procedure

University Hospitals Bristol recognises it has clear obligations under the symbol to ensure that people with disabilities are afforded equal opportunity to enter employment and progress if and where possible.

In order to comply with the double tick symbol requirements, UH Bristol will follow procedures designed to provide fair consideration and selection of disabled applicants and to satisfy their training and development needs.

When employees become disabled in the course of their employment, steps will be taken, through retraining and redeployment if necessary, to enable employees to remain in employment wherever possible. This applies equally to registered and non-registered disabled employees who identify themselves as such.

UH Bristol has made these commitments to people with disabilities:

- a guaranteed job interview (to all applicants who meet the minimum criteria for a job vacancy)
- regular consultation with employees
- continuing employment for employees if they become disabled
- developing awareness among all staff
- checking the progress of these commitments and planning ahead.

The Occupational Health Department is the normal point of contact in the first instance for managers and staff. Assistance can also be sought from the network of Disability Employment Advisors (DEAs) working from local JobcentrePlus. Enquiries may be made direct by managers, but no decision should be taken before Occupational Health advice is obtained on:

- accessing support to overcome obstacles to employment caused through disability
- advice/assessment for disabled employees wishing to retain their employment
- advice on schemes and accessing provision for support for employees with disabilities
- advice on being a disability symbol user

Any advice on

- assessment of work-related capabilities
 - employment rehabilitation, e.g. work placements to develop confidence
- should only be obtained in conjunction with the Occupational Health Department.

For details of Access to Work funding, please contact your Disability Employment Advisor via the local JobcentrePlus. <http://www.jobcentreplus.co.uk/jobcentre-plus-guide/33/bristol>
Bristol Central Jobcentre Plus, Eagle House, St Stephen's Street, Bristol BS1 1EN
<https://www.gov.uk/looking-for-work-if-youre-disabled>

Advice is also available from Employee Services and your HR Business Partner.

The Five Commitments

1. A guaranteed job interview (for those who wish to be considered under the double tick symbol)

- To interview all applicants with a disability who meet the minimum criteria for a job vacancy and consider them on their abilities.
- Wording of advertisements, job descriptions and person specifications to be checked, by the Recruiting Manager/Advertising Co-ordinator, to ensure these are non-discriminatory and comply with symbol requirements.
- Advertise post through usual channels, including job centres.
- When applications are closed and shortlisting complete, the Recruitment Co-ordinator to check whether any applicants with disabilities who meet the minimum criteria for the job have been excluded from the shortlist and, if so, whether for valid reasons. The recruitment co-ordinator must ensure the Recruiting Manager is aware of any applicants under the double tick symbol.
- All invitation to interview letters (the majority of which are sent through the national NHS jobs website) contain the following paragraph:
"UHBristol is an Equal Opportunities Employer. Should you have a disability, which you wish us to know about or there are arrangements necessary to enable you to participate in the interview with ease, please do not hesitate to contact me."
The recruiting manager in conjunction with the Resourcing Team, must ensure appropriate adjustments are in place where requested by the applicant.
- All conditional offer letters contain the following paragraph:
Occupational Health / Health at Work
[Delete as applicable]
Please see enclosed letter from Avon Partnership Occupational Health Service.
Please complete the form at the end of this letter and return it to me within 5 days of receipt of this letter.
OR
Please complete the enclosed Health @ Work assessment form, and return it to me in the envelope provided, within 5 days of receipt of this letter.
- If a candidate with disabilities is appointed, managers with support from Employee Services to liaise re: Access to Work funding, local alterations, car parking if required, any special requirements for attendance at corporate induction, etc.

Further information about the Recruitment process can be found on HR Web

2. Consulting Disabled Employees Regularly

To ask all employees, including those who have declared themselves disabled, at least once a year what the Trust can do to make sure they can develop and use their abilities at work.

- All staff at UH Bristol must have an appraisal once a year. The appraisal includes a discussion of the Personal Development Plan for the employee, which might include further training to develop abilities.
- The Senior Manager responsible for Equality and Diversity will attend the Disability Staff Forum at least twice a year, to discuss and consult on disabled issues during employment.

3. Keeping Employees if they become disabled

The Trust will take steps as far as it is able through retraining and/or redeployment to enable employees to remain in employment wherever possible.

- Occupational Health advice to be sought specifically on abilities and what duties a person could undertake, including modification as necessary
- Managers to consider the elements of the job a person is still able to undertake and adapt, rather than those the person is now unable to do
- Occupational Health and Employee Services/HR Business Partners to discuss retraining available and applicable to enable redeployment to be possible
- Managers are advised on how to involve Occupational Health as support as part of the Supporting Attendance and Improving Performance Workshops
- Employee Services to process through Redeployment Register if applicable
- Consider ill health retirement as last resort if all else fails.
- Recruiting the Best workshops include discussion about Occupational Health clearances and how we work with Occupational Health to make reasonable adjustments for new starters with a disability

4. Developing awareness and improving knowledge

To take action to ensure that key employees develop the awareness of disability needed to make the Trust's commitments work.

- Work with the Disability Employment Advisor on specific cases as required
- The Five Commitments are included in Recruiting the Best workshops, which are mandatory for all recruiting managers and anyone involved in recruitment.
- Positive awareness of the symbol is included in Recruiting the Best workshops and the supplementary induction programme along with other aspects of Equality and Diversity
- The legal requirements of the Equality Act 2010 are included in Recruiting the Best workshops and the Induction programme.
- Commitment 3 – 'Keeping employees if they become disabled' is discussed in the Supporting Attendance and Improving Performance Workshops.
- Managers are asked to liaise closely with Employee Services / HR Business Partners to advise of any adaptations which may be made for staff, so learning and experience can be shared across the Trust where appropriate, being mindful of confidentiality.

5. Checking progress and planning ahead

To review these commitments and what has been achieved each year, to plan ways to improve on them and to let Trust employees know about progress and future plans.

- Monitoring to be undertaken through the bi-annual monitoring report for Equality and Diversity / Health & Wellbeing Steering Group
- Results to be published on the Trust's Internet and HR Web sites
- Benchmarking with other NHS Trusts or large local employers
- Any necessary changes identified to be included in forward plans.



Respecting everyone
Embracing change
Recognising success
Working together
Our hospitals.

Shortlisting

After Longlisting comes Shortlisting.

In this stage, applications are ranked according to the criteria on the advertised person specification and then some are moved to Interview.

When the vacancy is moved into Shortlisting, the choice of shortlisters and the evaluation criteria are editable until a member of the panel starts scoring. Once scoring has commenced amendments to criteria are frozen in order to help ensure that shortlisting is consistent across candidates, you are able to add more shortlisters to the panel or change the lead if required.

On occasion there are circumstances that mean shortlisting scores need to be cleared or shortlisters would like to edit their scores although they have confirmed completion, please see shortlisters need to be added or removed when in Shortlisting.

Applications pass through two states in this stage:

Shortlisting: Shortlist – Applications enter here when they are moved on from Longlisting. Each Shortlister scores each application using the Rapid shortlisting tool. When done, the Shortlister indicates that they have finished their shortlisting for this vacancy.

Shortlisting: Evaluate – The applications are automatically moved into this state when the final Shortlister indicates that they have finished their shortlisting. Here, the Lead Shortlister can review the scores and comments of all Shortlisters and satisfy themselves that the shortlisting is consistent and fair (or move applications back into Shortlisting: Shortlist if not). The Lead Shortlister then moves a number of the most highly ranked applications over into Interview.

Finally, the Lead Shortlister concludes shortlisting by completing the interview details template and moving the vacancy into the next stage - Interview.