



CC_HR12 Recruitment, Selection and Retention Policy

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1 Introduction

The professional management of the recruitment process requires that the best candidate available is selected to the position, whether the appointment is made on an internal or external basis.

The continued success and growth of the Company relies on its people and ensuring the most effective use of its human resources. The quality of the people who are recruited will impact greatly on sustaining the development of the Company.

The application of this policy will be in accordance with relevant employment legislation and with the Company's Equal Opportunities Policy.

2. General Principles

- To establish a procedure that will ensure that all applicants are treated fairly and equitably and in a consistent manner
- To ensure that full consideration is given to all candidates regarding their potential suitability for the advertised position
- To identify the stages of the procedure that will be followed by both applicants and recruiters
- To facilitate the process of selecting the best possible candidate to the position
- To ensure that the workforce requirements of the Company are continually reviewed and met

3. Assessment of Vacancies

In order to ensure the effective utilisation of our human resources it is essential that the workforce requirements are regularly reviewed.

The occurrence of a vacancy presents a suitable opportunity for such a review.

When a vacancy occurs, the Senior Manager or other appropriate member of staff, should give due consideration to the nature of the job and its responsibilities in order to decide whether to fill the post again or change it in any way in line with service needs. Exit Interviews should be carried out and reviewed to assess whether the post needs to be recruited to or changed.

4. Job Description and Person Specification

Every vacant post that is being recruited to must be supported by a job description and person specification.

Jobs are not static, but change constantly over time. Therefore, upon each vacancy the existing job description should be reviewed and revised to reflect the current duties involved in the role.

The person specification should outline the essential and desirable skills, qualifications, experience and personal qualities required of the postholder, and should be prepared in conjunction with the job description.

5. Advertising

If the decision is taken to advertise the vacancy externally, the following sources of advertising should be considered:

- NHS specific recruitment websites
- Internet – job boards
- social media
- local job centre
- local newspaper
- national press
- national professional journal
- local schools of training/university

All advertising must be co-ordinated through the Senior Manager in order to ensure continuity throughout the Company and to ensure the maintenance of a consistent corporate style.

6. Selection Methods

Application Forms (Need to state company procedures) and forms should be completed by all job applicants to ensure consistency of information received and to allow equity in the comparison of candidates.

Applicants should also complete a confidential equal opportunities monitoring slip to allow for monitoring of equal opportunities.

6.1 Shortlisting

Shortlisting should be conducted by comparing the applicants against the person specification.

Applicants meeting the essential criteria identified on the person specification should be shortlisted. Where the number of applicants meeting the essential criteria is too great, consideration should then be given to the desirable criteria in order to reduce the shortlist to manageable levels.

Shortlisting should be conducted by at least two people who will be involved in the subsequent selection procedure.

6.2 Selection Interview

All selection interviews will be conducted by at least two people, one of whom has had training on interviewing and selection techniques.

Interviewers should record in writing assessments made of the candidates from the interview and reasons for reaching the final decision.

Candidates should be advised at the end of the interview, when they will be informed of the results of the recruitment process. Candidates should be responded to within 2 working days of the interview.

Interviewers should be prepared to offer unsuccessful candidates feedback following the selection interview.

6.3 Other Selection Methods

Group Assessments

Group assessments are a useful technique to facilitate the shortlisting procedure for the selection interview or to use in conjunction with an interview to gain additional information about the candidates

These can include:

- group discussions
- in tray exercise
- presentations

6.4 Psychometric Tests

Where appropriate, for certain levels of posts, ability tests, aptitude tests or personality questionnaires may be used to aid selection of staff.

Skill tests may be appropriate to use in other circumstances to test an essential skill required in the job.

The use of any psychometric test must have relevance for the post that is being recruited to and must be in line with Equal Opportunities and not discriminate in any way.

6.5 Offers of Employment

Offers of employment must be made in writing, subject to the Company's policies and procedures and cover:

- the offer itself
- any conditions attached to the offer, e.g.
 - satisfactory health clearance (via Occupational Health)
 - references
 - proof of qualifications
 - documentation to satisfy the Asylum & Immigration Act 1996 (amendments 2008).
Please refer to Appendix A for further information
 - driving licence/passport

- work permit – any individual who is not a national of the European Economic Area (EEA) requires a work permit to lawfully work in the UK. Employers require a licence to employ individuals outside the EEA – see the UK Border Agency <http://www.bia.homeoffice.gov.uk/>
- proof of indemnity eg: MDU etc
- Disclosure & Barring Scheme (DBS) check, if applicable
- if fixed term – date on which the contract will end

6.6 References

At least two written references should be taken up for successful candidates. One reference should be from the current or most recent employer.

However, note that some companies may only provide a standard reference.

7. Training for Selection and Interviewing

Staff involved in selection and interviewing should receive training in the skills and techniques as soon as possible after appointment. Experienced staff should receive updates on selection and recruitment techniques at least every three years.

8. Staff Retention Policy

Communitas Clinics recognises the contribution employees make to its success. It also recognises that to maintain a committed and competent workforce, it needs to ensure that there are adequate employment processes (recruitment, selection and placement) within the business to ensure employees with the appropriate skills and experience are valued and retained.

The purpose of this staff retention policy is to allow senior and line managers to effectively retain staff by providing information on staff retention and some possible staff retention techniques. The aim is to prevent the loss of competent staff from the organisation, which could have an adverse effect on service delivery.

To achieve these aims, Communitas Clinics undertakes to:

- Provide flexible working arrangements that will suit the employee and their life styles
- Continually provide employees an opportunity to develop by trusting them with high profile responsibilities
- Value and reward employees who are performing well
- Conduct performance appraisals which take place formally on an annual basis. Performance appraisal must be a two way process and involve a face to face consultation between employee and line manager

- Promote staff development which should include formal and informal training, career development, self-directed and facilitated study, role rotation and coaching and mentoring.

The effectiveness of this policy and its techniques are to be evaluated and monitored by analysing the internal staff turnover trends and benchmarking against other NHS organisations.

Communitas Clinics invests heavily in the recruitment, training and development of its employees and as such every effort is made to retain those employees who have developed the necessary skills and experience to deliver our services. The application of this policy will contribute to a continued competent and motivated workforce and improve service delivery.

Staff retention within Communitas Clinics is the responsibility of the Human Resources Director.

1. VERSION HISTORY TABLE

VERSION	DATE UPDATED	UPDATED BY	REASONS
8. Human Resources Policy	12/03/2015	AB	Separated from HR archived HR policy. Policy template updated. Issued at V1.0.
CC_HR12_Recruitment and Selection Policy v1.0	13/10/2017	VB	Updated to include staff retention. Republished as CC_HR12_Recruitment, Selection and Retention Policy v1.1
CC_HR12_Recruitment and Selection Policy v1.1	15.12.2017	JH	6.5 page 6 – changed CRB to DBS checks. Issued as V1.2

2. Appendix A - Legislation – Immigration & Nationality required documentation

- Old law – section 8 of the Asylum and Immigration Act 1996 – this applies to staff recruited prior to 29th February
- New Law came into force on 29th February 2008

For staff recruited after the 29th February Employers will have to see at least one of the specified documents in List A prior to commencement of employment or List B document produced prior to commencement of employment and follow up check on documents produced in list B after 12 months

2.1 List A

A passport showing that the holder, or a person named in the passport as the child of the holder, is a British citizen or a citizen of the United Kingdom (UK) and Colonies, having the right of abode in the UK; or

- a passport or national identity card showing that the holder, or a person named in the passport as the child of the holder, is a national of a European Economic Area (EEA) country or Switzerland; or
- a residence permit, registration certificate or document certifying or indicating permanent residence, issued by the Home Office or the Border and Immigration Agency (BIA) to a national of an EEA country or Switzerland; or
- a permanent residence card issued by the Home Office or the BIA to the family member of a national of an EEA country or Switzerland; or
- a biometric immigration document issued by the BIA to the holder, which indicates that the person named in it is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK; or
- a passport or other travel document endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on their stay in the UK; or
- an immigration status document issued by the Home Office or the BIA to the holder, with an endorsement indicating that the person named in it is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK, when produced in combination with an official document giving the person's permanent National Insurance (NI) number and their name issued by a government agency or a previous employer (eg P45, P60, NI card); or
- a full birth certificate issued in the UK which includes the name(s) of at least one of the holder's parents, when produced in combination with an official document giving the person's permanent NI number and their name issued by a government agency or a previous employer (eg P45, P60, NI card); or
- a full adoption certificate issued in the UK, which includes the name(s) of at least one of the holder's adoptive parents, when produced in combination with an official document giving the person's permanent NI number and their name issued by a government agency or a previous employer (eg P45, P60, NI card); or
- a birth certificate issued in the Channel Islands, the Isle of Man, or Ireland, when produced in combination with an official document giving the person's permanent NI number and their name issued by a government agency or a previous employer (eg P45, P60, NI card); or
- an adoption certificate issued in the Channel Islands, the Isle of Man, or Ireland, when produced in combination with an official document giving the person's permanent NI number and their name issued by a government agency or a previous employer (eg P45, P60, NI card); or

- a certificate of registration or naturalisation as a British citizen, when produced in combination with an official document giving the person's permanent NI number and their name issued by a government agency or a previous employer (eg P45, P60, NI card); or
- a letter issued by the Home Office or the BIA to the holder which indicates that the person named in it is allowed to stay indefinitely in the UK, or has no time limit on their stay, when produced in combination with an official document giving the person's permanent NI number and their name issued by a government agency or a previous employer (eg P45, P60, NI card).

2.2 List B

- A passport or other travel document endorsed to show that the holder is allowed to stay in the United Kingdom (UK) and is allowed to do the work in question, provided that it does not require the issue of a work permit; or
- a biometric immigration document issued by the Border and Immigration Agency (BIA) to the holder, which indicates that the person named in it can stay in the UK and is allowed to do the work in question; or
- a work permit or other approval to take employment issued by the Home Office or the BIA, when produced in combination with either a passport or another travel document endorsed to show that the holder is allowed to stay in the UK and is allowed to do the work in question, or a letter issued by the Home Office or the BIA to the holder, or the employer or prospective employer confirming the same; or
- a certificate of application issued by the Home Office or the BIA to or for a family member of a national of a European Economic Area (EEA) country or Switzerland, stating that the holder is permitted to take employment, which is less than six months old, when produced in combination with evidence of verification by the BIA employer checking service; or
- a residence card or document issued by the Home Office or the BIA to a family member of a national of an EEA country or Switzerland; or
- an application registration card (ARC) issued by the Home Office or the BIA stating that the holder is permitted to take employment, when produced in combination with evidence of verification by the BIA employer checking service; or
- an immigration status document issued by the Home Office or the BIA to the holder with an endorsement indicating that the person named in it can stay in the UK, and is allowed to do the work in question, when produced in combination with an official document giving the person's permanent National Insurance (NI) number and their name issued by a government agency or previous employer (eg P45, P60, NI card); or
- a letter issued by the Home Office or the BIA to the holder or the employer or prospective employer, which indicates that the person named in it can stay in the UK and is allowed to do the work in question, when produced in combination with an official document giving the person's permanent NI number and their name issued by a government agency or previous employer (eg P45, P60, NI card).

2.3 Documents

The documents to be examined by employers are set out as List A and List B.

A includes only documents that can stand on their own and are less susceptible to fraud and misuse. The documents on List A are those that establish that there is no time limit to the employee's lawful residence in the UK. If reasonable steps are taken to check the validity of a document or documents from List A, the statutory excuse will have been established for the duration of the employment and no further checks will be required.

By contrast, the documents on List B are those that establish that the employee has an existing right to reside and work in the UK, but not on an indefinite basis. Where an employee produces a document or combination of documents from List B, the employer must carry out a repeat check at least once every 12 months after the initial check in order to retain the excuse against a penalty.

The repeat check will involve asking the employee to produce a valid original document or documents, again either from List A or List B, and making copies.

For identity cards, passports and travel documents, a copy should be taken of:

- the document's front cover; and
 - any page containing the holder's personal details – including their nationality, photograph, date of birth and/or signature; and
 - any biometric details; and
 - the date of expiry; and
 - any relevant UK immigration endorsements. Other documents should be copied in their entirety.
- Checking documents When checking the documents, the statutory excuse is best established if the employer:
- takes reasonable steps to check the validity of the documents – that they are genuine and have not been tampered with;
 - keeps secure copies of the documents for the duration of the employment and for at least two years after the employment terminates;
 - satisfies itself that any photographs in the documents are of the prospective employee and are consistent with any date of any birth in the document and that photographs/dates of birth are consistent across the combination of documents;
 - checks that expiry dates of any leave to enter or remain in the UK have not passed and that the prospective employee is able to do the type of work being offered;
 - takes all reasonable steps to check that the prospective employee is the rightful owner of the document; and
 - retains copies of the documents in a form that cannot be subsequently altered (electronic copies of documents should be made using 'write once, read many' (WORM) media – eg a non-rewritable disc).

Employers must also

- Maintain accurate records of dates and nature of all checks
- Check all staff acquired under TUPE regulations within 28 days
- Apply the same pre-employment checks to ALL staff and not make any assumptions which could lead to claims under the Race Discrimination Act

2.4 STATUTORY EXCUSE

In order to establish a statutory excuse, it is necessary for the employer to examine certain immigration 'status documents' before the commencement of employment. If the statutory excuse can be successfully claimed the employer will not have to pay the civil penalty.

Employers should implement a three-step test to check documents for every new employee they are employing. Following a three-step test will amount to a statutory excuse against payment of the civil penalty.

Checking documents – the 'three-step test'

1) obtain the candidate's original documents;

- 2) check the documents; and
- 3) save copies of the documents in personnel records.

Employers must ensure that the above steps are carried out before a person starts employment

Employers must be aware that:

- It is an offence to knowingly employ an illegal worker
- There is a civil penalty of up to £10,000 per employee or up to two years imprisonment on conviction for employers who employ an illegal worker
- It is the personal liability of directors, managers, etc.
- There are different requirements on immigration depending on the individual's nationality – for more information go to www.bia.homeoffice.gov.uk/
- There is also an employer checking service available and a Home Office Code of Practice and Guidance available