

# Recruitment and Selection Policy

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<b>Committee Approved:</b>	SRCCG Committees Joint Trade Union Partnership
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**The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.**

## POLICY AMENDMENTS

Amendments to the Policy will be issued from time to time. A new amendment history will be issued with each change.

<b>New Version Number</b>	<b>Issued by</b>	<b>Nature of Amendment</b>	<b>Approved by</b>	<b>Date approved</b>	<b>Date on Intranet</b>
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## 1 INTRODUCTION

- 1.1 The NHS Scarborough and Ryedale CCG Recruitment and Selection Policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently.
- 1.1 The CCG recognises the need for equality and diversity within the workforce and promotes equality and diversity issues and awareness. Recruitment in the CCG will be dealt in line with this policy. The CCG will be responsible for ensuring that all recruitment activities are carried out in line with the principles of equal opportunities and in conjunction with the eMBED workforce team as appropriate.
- 1.2 The CCG endeavours to be an equal opportunities employer and has taken measures to ensure that any opportunity for discrimination during the recruitment process is minimised. Personal information is removed from application forms prior to short listing and is used for monitoring purposes only. We will also ensure that objective selection criteria are used, the decision making process is recorded and it can be demonstrated that appointments are made on merit.
- 1.3 The CCG will ensure that all employees who are responsible for undertaking recruitment and selection are suitably trained and have the necessary knowledge and skills.
- 1.4 Recruitment and selection is carried out in accordance with all relevant legislation and NHS Check Standards.
- 1.5 The CCG uses the Disclosure service provided by the Disclosure & Barring Service (DBS) to assess applicants' suitability for eligible posts (see Disclosure and Barring Service procedure for further details). The CCG complies fully with the DBS Code of Practice and undertakes to treat all applicants fairly. The CCG also undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information received.
- 1.6 Data is held and destroyed in line with the Data Protection Act 1998. Only information essential to the recruitment decision will be obtained and will be kept in accordance with the Act.

## 2 ENGAGEMENT

- Joint Trade Union Partnership Forum/Policy Development Group
- SRCCG staff via team meetings/team brief/internet

## 3 IMPACT ANALYSES

### 3.1 Equality

In applying this policy, the CCG will have due regard to the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

In developing this policy, an Equality Impact Analysis has been undertaken and is attached at Appendix 13. As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the *Action Planning* section of this document. The CCG takes a positive

approach to disability and operates a Guaranteed Interview Scheme to all disabled applicants who meet the essential job criteria.

### **3.2 Sustainability**

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 14.

### **3.3 Bribery Act 2010**

The Bribery Act is particularly relevant to this policy. Under the Bribery Act it is a criminal offence to:

- Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and
- Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.

These offences can be committed directly or by and through a third person and other related policies and documentation (as detailed on the CCG intranet) when considering whether to offer or accept gifts and hospitality and/or other incentives.

Anyone with concerns or reasonably held suspicions about potentially fraudulent activity or practice should refer to the Local Anti-Fraud and Corruption Policy and contact the Local Counter Fraud Specialist.

## **4 SCOPE**

4.1 This policy applies to all recruitment to vacant posts in the CCG.

## **5 POLICY PURPOSE & AIMS**

5.1 This policy and procedure is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently.

5.2 The CCG actively promotes equality of opportunity for all and welcomes applications from a wide range of candidates

5.3 The CCG complies fully with the NHS Employment Check Standards and the Disclosure & Barring Service (DBS) Code of practice and undertakes to treat all applicants in the same way at each stage of the process (see **Policy on Recruiting Ex-Offenders**)

5.4 In accordance with NHS Employment Check Standards the CCG will undertake document checks on every prospective employee and staff in ongoing NHS employment. This includes permanent staff, staff on fixed term contracts, secondments, Board and Lay Member appointments, volunteers, students, trainees, and apprentices. Where temporary staff are engaged through an employment agency, the agency will be responsible for providing evidence that all checks have been carried out to meet the requirements of the NHS Employment Check Standards (see the **Agency Worker Guidelines** for further information).

## **6 ROLES / RESPONSIBILITIES / DUTIES**

6.1 Recruiting Managers are responsible for:

- Providing full details of the vacancy, e.g. draft advertisement, job description and person specification to the CSU Workforce Team
- Arranging interview dates, and panel membership
- Conducting interviews, and providing feedback to candidates
- Providing details of successful candidates to the eMBED Workforce Team
- Recruiting staff by applying the full requirements of this policy, including but not limited to, the aspects relating to equality of opportunity and fairness and documenting decisions accordingly.

6.2 The eMBED Workforce Team is responsible for:

- Placing all advertisements, and the administration of recruitment processes
- Liaising with CCG recruiting managers and applicants to ensure that a professional, efficient and timely recruitment service is provided
- Advising on selection methods
- Raising any concerns with the Recruiting Manager should any complaints or issues of unfairness or failure to apply this policy be raised.

## **7 IMPLEMENTATION**

7.1 This policy will be communicated to staff via team meetings/team brief and will be available for staff on the intranet.

7.2 Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the CCGs disciplinary procedure.

## **8 TRAINING & AWARENESS**

8.1 A copy of the policy will be available on the CCG intranet. Training needs will be identified via the appraisal process and training needs analysis.

## **9 MONITORING & AUDIT**

9.1 The implementation of this policy will be audited on an annual basis by the CCG and reported to CCG Governing Body.

## **10 POLICY REVIEW**

10.1 The policy and procedure will be reviewed after 3 years for the CCG Governing Body in conjunction with Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

## **11 ASSOCIATED DOCUMENTATION**

11.1 This Policy should be read in conjunction with the following policies:

- Recruitment and Retention Premia
- Starting Salaries Policy
- Temporary Promotion Policy
- Secondment Policy
- Recruitment of Ex-Offenders Policy
- Redeployment Policy
- Travel and Expenses Policy
- Relocation Policy

- Disciplinary Policy

## Part 2 PROCEDURE

### 1 Identifying a Vacant Post

Before deciding to fill a vacancy and progressing to the next stage of the recruitment process there are a number of questions to be asked.

- Can the work itself be eliminated?
- Can the work be absorbed by re-organising existing resources?
- Is there still a job to be done?
- Is it the same job as was done previously?
- Can skill mix be considered as an alternative?
- Will the job be permanent or temporary?
- Can the vacancy be covered with a temporary secondment?
- Is this one vacancy or can a single process be used to fill this and subsequent vacancies?
- Are you recruiting solely to fill this particular post or are you looking for somebody with promotion potential?
- Will the CCG offer relocation expenses? For further information see the relocation policy.

### 2 Appointing to a vacant post without advertising

If a post becomes available on a temporary basis due to such reasons as maternity or long-term sickness cover, the recruitment and selection process must be followed when selecting an employee to cover the vacancy. In such circumstances, it may be appropriate to recruit to the vacancy from a specific group of staff, for example, where the post is of a specialist nature.

### 3 Ring Fencing

The 'ring fencing' of vacancies would normally only apply where certain jobs are at risk. For further information on this, please see the **Redeployment Policy**. Where managers are considering 'ring fencing' vacancies for any other reason they must first discuss with the workforce manager and staff side prior to doing so.

### 4 Compiling a Job Description and Person Specification

- 4.1 Having established that a vacancy exists, a job description and person specification must then be prepared for the post. If it is an existing post then the current job description and person specification must be reviewed and any necessary changes made.
- 4.2 The job description must summarise the role and responsibilities of the post in a concise and accurate way.
- 4.3 The person specification defines the qualifications, skills, experience, aptitudes etc. that are required by a person to fulfil the role. The criteria must be categorised as either essential (the minimum standards required to perform the job adequately) or desirable (the standards which will enable the person to perform the job more effectively). The criteria used should be

competency based to enable candidates to demonstrate at interview how they have used particular skills previously.

- 4.4 The job description should be prepared along with the person specification and evaluated in line with NHS Job Evaluation procedures.
- 4.5 It is important that the criteria used in the person specification are completely justifiable in order to demonstrate that decisions are made solely on merit.

## **6 Advertising a Vacancy**

- 6.1 All jobs will be placed on the NHS jobs website and all applicants are required to apply on-line
- 6.2 Where additional external advertising is appropriate, the recruiting manager should establish the most efficient and effective method of advertising e.g. newspapers and/or professional journals etc.
- 6.3 Where a vacancy is to be advertised internally only, this will be done in line with local procedures.

## **7 Selection Processes**

Those involved in the recruitment interview should ensure they focus on the needs of the job and skills needed to perform it effectively and make notes throughout. Process to be followed can be found in the Appendices to the Policy

## **8 Pre –Employment Checks**

All pre-employment checks will be undertaken in accordance with NHS Employment Check Standards as follows:

- verification of identity checks for all interviewed candidates
- medical clearance for all candidates
- receipt of satisfactory references (2 for external candidates and 1 for internal candidates unless employed by the organisation for less than 3 years then 2 will be required)
- proof of right to work checks
- evidence of satisfactory DBS check where appropriate
- proof of relevant qualifications and registration where appropriate

## **9 Starting Salary and Incremental Dates**

All new employees, or employees who move to a different post within the organisation, must be appointed on a salary point in the relevant band in accordance with NHS Terms and Conditions of Service and the **Starting Salaries Policy**.

## **10 Withdrawing an offer of employment**

If, after careful consideration, it is decided to withdraw the provisional offer of employment the grounds for withdrawal must be very clear e.g. due to unsatisfactory references or other pre-employment checks and the offer of employment rescinded in writing. This decision must be made in conjunction with a workforce representative.

## **11 Making Reasonable Adjustments**

- 11.1 If a disabled candidate is selected for appointment, the need for reasonable adjustments to the role will need to be discussed with the individual concerned. Where it is agreed that reasonable adjustments need to be made this should be discussed with Occupational Health and the Workforce Manager.
- 11.2 In order to establish what adjustments are required, and whether these adjustments are reasonable, the recruiting manager must complete the CCG's disability pro forma with the candidate concerned.

## **12 Reserve Candidates**

Where more than one candidate meets the selection criteria the panel may decide to list second and third choice candidates. Where the first choice candidate is unable to take up employment, for any reason, the second candidate may be offered the position and so on. Reserves may be held for a period of 3 months and if there is the requirement to fill the same post during that period the reserve candidate may be offered the position without having to repeat the recruitment process.

## **13 Feedback**

Feedback should be made available to all applicants following the interview stage of the recruitment process. Feedback will be provided by a member of the interview panel.

## **14 Complaints**

If an applicant is unhappy with the outcome of their feedback, or any stage of the recruitment and selection process they can address their concerns, in writing, to the eMBED Workforce Services Supervisor. Where the Workforce Services Supervisor is involved in the recruitment and selection process, concerns should be addressed to the Director of Human Resources and Organisation Development. Information on how to make a complaint will be included with job information packs.

## **15 Expenses**

Agreement to pay candidates interview expenses must be approved by the recruiting manager prior to interview. The recruiting manager is responsible for informing candidates of the process and handling the associated internal administration. Candidates must complete a Travel and Expenses Claim Form and Registration Form in order to facilitate payment. Payments will be made by BACS through the payroll system, never by cash. Reimbursement of expenses shall not be made to employees who withdraw their application or refuse an offer of appointment. Please refer to the CCG **Travel and Expenses Policy** for further information.

## **APPENDICES**

- Appendix 1 Recruiting Manager Guidelines
- Appendix 2 Job Description Template
- Appendix 3 Advertisement Template
- Appendix 4 Shortlisting Interview Form
- Appendix 5 Interview Schedule
- Appendix 6 Interview Score sheet
- Appendix 7 Interview Information
- Appendix 8 Reference Request Form
- Appendix 9 Conditional Offer Letter
- Appendix 10 Notification of Appointment Form
- Appendix 11 Occupational Health Form
- Appendix 12 Final Offer Letter
- Appendix 13 Equality Impact Assessment
- Appendix 14 Sustainability Impact Assessment

## Appendix 1: Recruiting Manager Guidelines

Recruiting Manager Guidelines				
RECRUITMENT TASK/STAGE	REQUIRED INPUTS FOR TASK	TASK DESCRIPTION	TOOLS REQUIRED TO ACHIEVE TASK	TIMESCALE TO COMPLETE EACH STEP
	List responsibility for each task		Fill in as needed to explain use of a specific tool i.e. NHS Jobs Recruiting/Vacancy Manager access	

<b>1. Advert required</b>	Recruiting Manager	<p>To advertise a Post, you will need to provide the Recruitment Team with the following information:</p> <ul style="list-style-type: none"> <li>• Job description &amp; person specification (if this is a new post, or if there are significant changes, then this will need to go through the job evaluation process, which is described separately)</li> <li>• Advert (please complete advert template/recruitment approval form with information relevant to the post)</li> <li>• Authorisation to recruit is required from Head of Service/CCG Lead, where applicable.</li> <li>• Shortlisting date (Ideally within 5 days of closing date).</li> <li>• Interview date, if feasible. (Ideally within 2 weeks of shortlisting). This will be included in the advert to promote efficiency and give improved information.</li> <li>• Desired amount of applicants required, in case of high volume of applicants.</li> </ul>		
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	Recruitment Team	<ul style="list-style-type: none"> <li>Indication if DBS check is required for this post.</li> </ul> <p>This information should be sent to the Recruitment Mailbox <a href="mailto:nyhcsu.csurecruitment@nhs.net">nyhcsu.csurecruitment@nhs.net</a> and members of the recruitment team will action your request upon receipt.</p> <p>The recruitment team will place the advert on NHS jobs and notify the recruiting manager by email when the advert is live. The email will include a link to the live job advert.</p>	Via email	Within 2 days of initial request to advertise.
	Recruitment Team & Recruiting Manager	The recruitment team will monitor the number of applications and contact the recruiting manager once the desired amount has been reached to discuss closing the post early.	Via email/phone	During live advertisement period
<b>2. Shortlist</b>	Recruitment Team	Once the post has closed you will receive an email from the recruitment team to advise that the applications are now available for shortlisting via NHS jobs.	Via email	By 5pm the day after closing.
	Recruiting Manager	All Shortlisting must be completed online and instructions on how to do this will be provided within the content of the email. *You must provide reasons for not shortlisting candidates*		
	Recruiting Manager	The email from the recruitment team will also contain an interview schedule form.		
	Recruiting Manager	Please ensure at this stage that you print and keep copies of applications forms for those candidates who you have shortlisted as you will require these at interview.		
	Recruiting Manager	Note: The CCG takes a positive approach to disability and operates a Guaranteed Interview Scheme to all disabled applicants who meet the job criteria.	Via email	

	Recruiting Manager	<p>Once shortlisting has been complete please return the interview schedule form to the recruitment team at <a href="mailto:NYHCSU.CSUWorkforceRecruitment@nhs.net">NYHCSU.CSUWorkforceRecruitment@nhs.net</a></p> <p>When completing the interview schedule form please include details of the interview panel, venue, and times and length of each interview.</p> <p>If you wish the candidates to give a presentation, please provide details of the presentation on the interview scheduled form along with a contact email address for these to be returned to prior to interview. Please ensure that you allow candidates time to prepare this when confirming interview dates</p>		
<b>3. Pre-interview</b>	Recruitment Team	<p>Upon receipt of the interview schedule form and shortlisted candidates reference numbers (via NHS Jobs) the recruitment team will contact all candidates by phone to confirm interview date, venue and time and ask if any adjustments required to access the interview.</p> <p>The recruitment team will then email the candidates to confirm the details discussed and any adjustments required.</p> <p>The recruitment team will pursue any candidates who have not confirmed attendance to interview until all attendance has been confirmed/declined.</p>	<p>Via phone</p> <p>Via email</p> <p>Via phone/email</p>	Day of receipt
	Recruitment Team	<p>The interview pack will be emailed to the panel members to print off and copy as required for your needs.</p> <p>This will include:</p> <ul style="list-style-type: none"> <li>• Interview Score Sheet</li> </ul>	Via email/post	2-3 days before interview date.

	Recruiting Manager	<ul style="list-style-type: none"> <li>• Notification of appointment form</li> <li>• Occupational Health Form</li> <li>• Job Description</li> <li>• Interview Checklist</li> </ul> <p>You will note in the interview checklist that all candidates will be asked to bring certain information, e.g. proof of identity, right to work in the UK, and qualifications with them to interview.</p> <p>You will need to take a copy of this information, and sign each document to confirm that you have seen the original documents and return this to the recruitment team. Details of acceptable ID documents will be provided in the interview pack (see Interview checklist.</p> <p>We are unable to confirm start dates with candidates until a copy of their ID has been provided to the recruitment team.</p> <p>If you are unable to take copies at interview or the documentation has not been signed to say the originals have been seen, the recruitment team will ask the appointed candidate to arrange an appointment in order to verify these documents.</p>		
	Recruitment Team			
	Recruitment Team	The recruitment team will contact all candidates who were not successfully shortlisted.	Via NHS jobs	Day prior to interview.
<b>4. Interview</b>	Recruiting Manager	Interviews take place Note: consider any required adjustments		
<b>5. Post Interview</b>	Recruiting Manager	Following interview, please complete the Notification of Appointment Form and return to the recruitment team via <a href="mailto:NYHCSU.CSUWorkforceRecruitment@nhs.net">NYHCSU.CSUWorkforceRecruitment@nhs.net</a>	Via email	
	Recruiting		Via phone	As soon as

	<p>Manager</p> <p>Recruiting Manager</p> <p>Recruitment Team</p> <p>Recruitment Team</p>	<p>Please notify all unsuccessful candidates following interview.</p> <p>If you wish to hold any candidates on reserve (see paragraph 13.18 of the policy) please clearly indicate this to the recruitment team</p> <p>Please return all interview paperwork (ie: Score sheets, questions etc) to the recruitment team, including unsuccessful candidate's documents. The recruitment team will keep for a period of 12 months post interview.</p> <p>The conditional offer letter to the successful candidate will be sent within 2 days of receipt of the Notification of Appointment Form.</p> <p>The pre-employment checks will also be initiated at this point.</p>	<p>Via email/post</p> <p>Via email/post</p> <p>Via email/post</p>	<p>possible following interview</p> <p>Within 2 days of receipt of notification of appointment form</p>
<b>7.Pre employment checks</b>		<p>Pre-employment checks to comply with the NHS Check Standards include:</p> <ul style="list-style-type: none"> <li>• Identity and Right to work (if not checked at interview)</li> <li>• Occupational Health Check</li> <li>• References x2 (external candidate) x1 (internal candidate) – the RT will request and follow up all references. Once a reference is received this will be sent to the Recruiting Manager who will be asked to confirm that this is acceptable. Detailed across are our timescales for chasing references.</li> </ul>	<p>Stage one reference request.(Initial request)</p> <p>Stage two reference request.</p> <p>Stage three reference request.</p> <p>Stage four reference request (Contact candidate &amp; ask them to chase referees advise no offer of employment without)</p>	<p>Within 2 days of receipt.</p> <p>4 days after initial request</p> <p>1 week after initial request</p> <p>12 days after initial request</p>



		<p>If the employee's start date is before the 09<sup>th</sup> of the month and the HR2 notification of appointment form has been submitted to the Workforce team before this date they will receive pay that month.</p> <p>If the employees start date is after the 09<sup>th</sup> of the month they will not receive pay until the following month (exceptions may occur e.g. Christmas)</p>		
<b>Contract</b>	Recruitment Team	Contracts of employment will be issued to employee	Via post	Within 8 weeks from start date

## Appendix 2: Job Description Template

### Job Description

Job Title:

Band:

Department:  
Directorate

Base:

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### Terms and Conditions of Service

Contract Status:

Hours:

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### Organisational Relationships

Responsible to:

Accountable to:

Responsible for:

### Organisational Chart

[SRCCG Organisation Chart](#)

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### Role Summary

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### Core Functions

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### Key Relationships

- CCG Governing Body members
  - Practice Managers and Practice staff
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- Members of the public
  - NHS Local Area Team
  - External organisations e.g. Acute Trusts, North Yorkshire County Council, Scarborough Borough Council etc.
- 

**Main Duties:**

**1. Communication and Relationship Skills**

**2. Knowledge, Training and Experience**

See attached person specification

**3. Analytical and Judgement Skills**

**4. Planning and Organisational Skills**

**5. Physical Skills**

**6. Responsibility for Patient/Client Care**

**7. Responsibilities for Policy and Service Development Implementation**

**8. Responsibilities for Financial and Physical Resources**

**9. Responsibilities for Human Resources**

**10. Responsibilities for Information Resources**

**11. Responsibilities for Research and Development (R&D)**

**12. Freedom to Act**

**13. Additional Requirements**

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**PERSON SPECIFICATION**

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<b>Essential</b>	<b>Desirable</b>
<b><u>Education &amp; Qualifications</u></b>	
•	•
<b><u>Relevant Experience</u></b>	
•	
<b><u>Knowledge</u></b>	
<b><u>Skills &amp; Abilities</u></b>	
•	
<b><u>Personal Attributes</u></b>	

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## **General Functions**

### **1. Communications and Working Relations**

The CCG aims to maintain the goodwill and confidence of its staff, service users and the general public. To assist in achieving this objective it is essential at all times for employees to carry out their duties in a courteous and sympathetic manner. Each member of a team is expected to establish and maintain positive interpersonal relationships with other members. Positive relationships are characterised by open communication, trust and respect.

### **2. Human Resources Policies and Procedures**

All duties and responsibilities must be undertaken, at all times, in compliance with the CCG's HR Policies and Procedures.

### **3. Health and Safety**

All employees must be aware of the responsibilities placed upon them under the Health & Safety at Work Act (1974) to ensure that the agreed safety procedures are carried out to maintain a safe environment for employees and visitors.

### **4. CCG Policies and Procedures**

All duties and responsibilities must be undertaken, at all times, in compliance with CCG HR Policies and Procedures.

### **5. General**

The duties of this post are subject to review at regular intervals in the light of developments within the CCG and changes may be made to this job accordingly. This job description may be amended from time to time as the needs of the service change. The job description will be reviewed annually as part of the Performance Appraisal and Development Scheme.

### **6. No Smoking**

The CCG has a No Smoking policy. All Health Service premises are considered as non-smoking zones, other than designated smoking areas. There will be a strict no-smoking policy within the CCG premises.

### **7. Confidentiality**

Attention is drawn to the confidential nature of information collected within the NHS. The unauthorised use or disclosure of patient or other personal information is a dismissible offence and in the case of computerised information could result in prosecution for an offence or action for civil damages under the Data Protection Act.

### **8. Equal Opportunities**

The CCG is an equal opportunities employer. In applying this policy, the CCG will have due regard to the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

## 9. Information Governance

**Confidentiality.** All employees are bound by the common law duty of confidentiality. You must not disclose, either during or after the termination of your employment, any information of a confidential nature relating to the CCG, its staff, its patients or any third party, which may have been obtained in the course of your employment. Failure to comply with this requirement may constitute gross misconduct under the CCG's Disciplinary Procedure.

Confidential information includes, but is not limited to: personal information including name, address, date of birth, gender, photographs or images, description of appearance or characteristic and Corporate information, the disclosure of which, would, or would likely, prejudice the conduct of the CCG's affairs.

**Records Management.** The CCG is a Public Authority subject to the Freedom of Information Act and Environment Information Regulations, which aim to increase openness in the public sector. Employees are required to maintain adequate records to account for decisions relating to the provision of services and expenditure of public funds including archiving and off-site storage where necessary.

**Public Access to Information.** Requests for information may include decisions and actions of CCG employees and third parties contracted to the CCG. The CCG is committed to achieving transparency while respecting the legitimate interests of the employees' and third parties' privacy. Exemptions to disclosure may be applied only where appropriate. Any recorded information that you create or direct others to create including letters, video and audit tapes and e-mails may be subject to such requests and it is a criminal offence to destroy information in order to prevent disclosure.

**Information Security.** Sensitive information must be handled securely at all times, including home and remote working if applicable. Information System Owners / Managers must ensure that systems are secure, security policies are documented, business continuity plans are in place and all breaches of information security, actual or suspected are reported.

**Use of IT Equipment.** Reasonable personal use of the CCG's Internet and email system may be permitted, however, this must not interfere with NHS business. CCG authorised individuals may monitor equipment, systems and network traffic at any time and record internet usage and web sites visited in line with normal business practice. The CCG reserves the right to monitor the content of e-mails to ensure compliance with acceptable use. All staff must comply with the Acceptable Use Policy specific to the system, application (e.g. NHS mail) or alternative service providers (other NHS Trusts' networks) they use. Unacceptable use must be reported immediately.

**Information Quality.** The CCG recognises the quality of data is crucial in that it should give a complete, accurate and timely representation of events to support patient care, clinical

governance, monitoring performance, management and service agreements for healthcare planning and accountability. All information entered onto any record whether manual or electronic or any other media (film, tape etc) should be recorded and should be stored securely and confidentially. The CCG must process personal data (relating to staff, patients and public) in accordance with the 8 principles of Data Protection Act, which gives individuals the right to request a copy of the information held about them.

## **10. Managing Diversity**

The CCG is committed to managing diversity in employment. It recognises that discrimination is unacceptable and that it is in the best interest at the CCG and the population it services to utilise the skills of the total workforce and to value diversity. Failure to comply with or adhere to the CCG's Equal Opportunities Policy will be treated as misconduct under the CCG's Disciplinary Policy and Procedure, which may result in dismissal.

You have a personal responsibility to treat colleagues, patients and visitors with respect. In order that the CCG may maintain a positive work environment for all employees, you are required not to engage in, or permit any fellow employee to engage in any sexual, racial or other harassment or unlawful discrimination against any person (whether or not a CCG employee) in the course of your or their employment by the CCG

## **11. General Conditions**

In addition to this statement, and the accompanying documents, the post is subject to the CCG Policies and Procedures. A copy of all policy and procedures are available from your manager.

## **12. Infection Control and Prevention**

Infection Prevention and Control is everyone's responsibility, therefore the CCG is committed to ensuring that all employees work collaboratively to reduce the risk of healthcare associated infection. In order to achieve this, all staff are expected to comply with Infection prevention and Control (IPC) Policies. To ensure compliance with The Health Act 2006 the CCG expects all employees to:

- a) Attend IPC training as part of their induction programme.
- b) Attend mandatory IPC training or complete the E-Learning Programme annually, as appropriate to their role.
- c) Healthcare workers should complete the Preventing Healthcare Associated Infection Workbook as part of their personal performance development plan and portfolio of learning.

## **13. Safeguarding Children**

Under section 11 of the Children Act 2004 all NHS staff must ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children (Working Together to Safeguard Children, DCSF 2010).

All staff need to ensure, as part of their work with children and families and with adults who are parents or carers who are experiencing personal problems, that the needs of the children are considered and that where necessary they are assessed and appropriate referrals are made. Staff need to be aware of the relevant parts of *What To Do If You're Worried A Child Is*

Being Abused (DfES 2006)

<https://www.education.gov.uk/publications/standard/publicationdetail/page1/dfes-04320-2006>.

It is incumbent on all staff to ensure that they undertake child protection / safeguarding children training as per *Safeguarding Children and Young people: roles and competences for health care staff Intercollegiate document September 2010* and their own organisation's Safeguarding Children Learning & Development Framework. [http://www.rcpch.ac.uk/sites/default/files/asset\\_library/Health%20Services/Safeguarding%20Children%20and%20Young%20people%202010.pdf](http://www.rcpch.ac.uk/sites/default/files/asset_library/Health%20Services/Safeguarding%20Children%20and%20Young%20people%202010.pdf)

**Job Description / Person Specification Agreement**

**Job Holder (Please print name)  
Date**

**Job Holder's Signature**

.....

**Line Manager / Head of Department Signature  
Date**

.....

**To be reviewed at next appraisal interview**

## Job Risk Profile

This role involves:	Details of Risk Level					Examples
	Yes	No	Rare	Occasional	Frequent	
Lifting Weights / objects between 6 – 15 kilos						
Lifting weights / objects above 15 kilos						
Using equipment to lift, push or pull patients / objects						
Lifting heavy containers or equipment						
Running in an emergency						
Driving alone / with passengers / with goods						
Invasive surgical procedures						
Working at height						
Concentration to assess patients / analyse information						
Response to emergency situations						
To change plans and appointments / meetings depending on the needs of the role						
Clinical Interventions						
Informing patients / family / carers of unwelcome news						
Caring for terminally ill patients						

This role involves:	Details of Risk Level					Examples
	Yes	No	Rare	Occasional	Frequent	
Dealing with difficult family situations						
Caring for / working with patients with severely challenging behaviour						
Typing up of minutes / case conferences						
Clinical / hands on patient / client care						
Contacts with blood / bodily fluids						
Exposure to verbal aggression						
Exposure to physical aggression						
Exposure to unpleasant working conditions dust / dirt / fleas						
Exposure to harmful chemicals / radiation						
Attending the scene of an emergency						
Food preparation and handling						
Working on a computer for majority of work						
Use of road transport						



PLEASE ENTER DETAILS SPECIFIC TO THE ROLE BELOW (IE: KEY RESPONSIBILTIES, DETAILS ABOUT THE TEAM

For an informal discussion please contact (RECRUITING MANAGER) on (TEL NO) or (EMAIL ADDRESS) *(please note this will be the name and contact details used to advertise the post on NHS Jobs)*

---

*For Workforce use only*

*Confirmation to recruit received Y  N  (Date):*

*Job Evaluation completed Y  N  (Date):*

*Completed by: (NAME WORKFORCE)*

*Workforce Lead advised Y  N  (Date):*

Appendix 4: Shortlisting Interview form

**RECRUITMENT SELECTION SHORTLISTING/INTERVIEW FORM**

<b>Post ref</b>		<b>Test/Presentation</b>	<b>Please state details/title of presentation/tests:</b>	
<b>Job title</b>			<b>Name/contact telephone number of person to receive candidates' presentations via email:</b>	
<b>Interview date</b>				
<b>Interview location</b>				
<b>Time panel meets</b>				
<b>Time of first interview</b>			<b>Recruiting Manager</b>	
<b>Time of last interview</b>			<b>Contact Tel No &amp; Email</b>	
<b>Interview length</b>			<b>Who/Where should candidates report to upon arrival?</b>	
<b>Times of breaks (if needed)</b>			<b>Any parking restrictions on site? (If yes please detail)</b>	YES/NO
<b>Shortlisted Candidates Application Numbers</b>				

--	--

Panel member	Job title	Base	Undertaken R & S Training	Available for Feedback	Contact number
			<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

At least one of the panel members must have previously attended the Recruitment Selection Training Course. Please confirm by ticking the training box. Please also identify the member nominated to give feedback from shortlisting and interview decision, by entering the contact telephone number and ticking the feedback box next to the member's name.

**Please note under equal opportunities, all disabled candidates meeting essential criteria must be shortlisted.** If any candidate has enclosed a statement of convictions with their application, this information will be sent to the **Appointing Officer only**. **It is their responsibility to ensure that this information is not divulged to other panel members until the interview process is complete and a decision made.**

**Appendix 5: Interview Schedule**

Interview Schedule

Job Title:

Post Reference Number:

Date:

Location:

Panel:

Shortlisted Candidates Details

No.	Date	Time	Name	Application Reference	Contact Number
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					

Appendix 6: Interview Score Sheet

INTERVIEW SCORESHEET

Post:

Interview Date:

Question Areas	Weighting					
<b>Total</b>						

**SCORE**

- 1 Just Adequate
- 2 Fair/Average
- 3 Good
- 4 Very Good
- x Not Acceptable

**WEIGHTING**

- High (H) 3
  - Medium (M) 2
  - Low (L) 1
- Final score for each attribute is the “score” multiplied by the “weighting”

**NAME OF INTERVIEWER**

.....

## Appendix 7: Interview Information

### Agenda for Change Terms & Conditions of Employment

*Please discuss this document with each candidate during the interview process.*

<b>Job Title:</b>	
<b>Post Reference Number:</b>	
<b>Band:</b>	
<b>Salary:</b> Please note that new starters will commence at the bottom of the relevant pay band until any previous NHS service has been verified	
<b>Hours of Duty:</b>	

<b>ANNUAL LEAVE:</b>	27 Days = Up to 5 years service 29 Days = 5 -10 years service 33 Days = 10 + years service
<b>PENSION:</b>	The successful candidate will be eligible to join the NHS Pension scheme should they wish to. Contributions will be automatically deducted from salary, opt out is available on request.
<b>OFFER SUBJECT TO:</b>	<p><b><u>References</u></b> Two references which are satisfactory to the organisation are required. One referee must be your current or most recent line manager. If you are an internal member of staff and you have been employed for over three years we will only seek one reference.</p> <p><b><u>Medical</u></b> You will be asked to complete an Occupational Health Questionnaire and the total number of days and periods of sickness you have taken in the last two years.</p> <p><b><u>ID Documents</u></b> Candidates will have been asked to provide evidence of their right to work in the UK and proof of identity. This should be in the form of at least 1 valid photo document and at least 2 non-photographic documents (2 of which must have your home address on). If no photo ID available they must provide at least 5 documents from the non-photographic list.</p> <p><b><u>Valid photographic ID</u></b></p> <ul style="list-style-type: none"> <li>• Valid UK Passport or EU/other nationalities passport</li> <li>• Valid Passport of Non EU nationals containing UK stamps, a visa or UK residence permit showing the immigration status of the holder in the UK.</li> <li>• Driving Licence (Photo card and paper copy)</li> </ul> <p><b><u>Valid non-photographic ID</u></b></p> <ul style="list-style-type: none"> <li>• Utility bill (gas, electricity or land line phone bill), Council tax bill, Bank Statement (all dated within last 3 months)</li> </ul>

	<ul style="list-style-type: none"> <li>• National Insurance Card</li> <li>• HM Rev &amp; Customs tax notification (i.e. tax assessment, statement of account) * A P45/P60 is not acceptable</li> <li>• Mortgage statement</li> <li>• Full Birth certificate</li> <li>• UK full old style paper driving licence</li> <li>• Residence permit issued by the Home Office to EU Nationals of inspection of own-country passport.</li> <li>• Adoption certificate (UK)</li> <li>• Marriage/Civil partnerships certificate (UK)</li> <li>• Divorce/annulment or civil partnership dissolution papers (UK)</li> <li>• Deed poll certificate</li> <li>• UK firearms licence</li> <li>• Benefit statement, book or card</li> <li>• Grant letter or student loan agreement for a Local Education Authority</li> </ul> <p style="color: red;"><b>If the recruiting manager has the facilities to do so could you please take a copy of the ID documents during interview and sign each document to certify that you have seen the original documents. Please then forward the signed copies of the appointed candidate to the Workforce Team once interviews are complete. If you are unable to take copies at interview or the recruiting manager has not signed to say original documents seen, the appointed candidate will be required to book an appointment with the Workforce Team so that their documents can be verified.</b></p> <p><b><u>Disclosure and Barring Service Check</u></b> If a Disclosure and Barring Service check (DBS) is required for the post and you have something to disclose you should contact the Recruiting Manager or the Workforce Team separately to your interview. You will not be asked as part of the interview as disclosures are confidential between you, the Recruiting Manager and the Workforce Team.</p> <p><b><u>Qualifications</u></b> Original certificates confirming qualifications provided on the application form/and required as essential criteria for the post must be presented at interview for validation. If you are the appointed copies will be taken of your qualifications.</p> <p><b><u>Professional Registration</u></b> If required for this post, please provide evidence of whether your registration is up to date and when it expires.</p>
<b>Disability:</b>	In line with the Equality Act, if there are any reasonable adjustments that need to be made to enable you to carry out the duties of this post, please contact the Workforce Team with further information.

## Appendix 8: Notification of Appointment form

NOTIFICATION OF APPOINTMENT FORM					
<b>PART 1 – Managers Details</b>					
Managers Name:					
Telephone number:		E mail			
Date:					
<b>Part 2 - Post Details</b>					
NHS jobs reference		Pay Band		No of hours per week	
Post Title:					
Work Base:					
Including Post Code					
Contract Type	Permanent	Fixed Term (confirm dates or the number of months)			
<b>PART 3 – DBS information – Type of Check Required</b>					
• None					
• Standard check					
• Enhanced check without barred list information					
• Enhanced check with barred list information - where the position is eligible, and the employer indicates the type of access to vulnerable groups, this will include: - an adults barred list check - a children’s barred list check - an adults and children’s barred list check					
<b>PART 4 – Candidates Details</b>					
Candidates Surname					
Candidates First Name					
NHS jobs application number	AR				
Internal / External?					
ID Documents Obtained Is yes please send to workforce team	YES/NO				
<b>PART 5 – Relocation Costs</b> (approval for relocation costs will have been received (via HR1) before advertisement)					
Relocation costs required for this appointment (if yes Workforce to send relocation policy to candidate)	YES/NO				
<b>PART 5 – Any other information to be included in the offer letter</b>					

Once complete please return this form to [NYHCSU.CSUWorkforceRecruitment@nhs.net](mailto:NYHCSU.CSUWorkforceRecruitment@nhs.net) upon receipt of this the Workforce Team will send a conditional offer letter to the successful candidate, asking them to complete a CRB application form (if applicable) Work Health Assessment form and declaration forms. References will also be requested. References will be forwarded to managers by e-mail once received to enable them to be reviewed. Once all pre-employment checks have been confirmed as above the Manager will be in a position to discuss a start date with the candidate and to request an offer letter to be issued to the candidate confirming their starting details.

## **Appendix 9: Occupational Health Form**

Please contact the Workforce Team for the most up to date version of this form:

North Yorkshire & Humber Commissioning Support Unit  
Triune Court  
Unit 1  
Monks Cross North  
York  
YO32 9GZ

Tel: 01904 601089

Email: [NYHCSU.CSUWorkforceRecruitment@nhs.net](mailto:NYHCSU.CSUWorkforceRecruitment@nhs.net)

Appendix 10: Reference Request Form

**COULD WE PLEASE HAVE YOUR REPLY AS SOON AS POSSIBLE  
AS WE CANNOT PROCEED WITH THE APPLICATION  
UNTIL REFERENCES HAVE BEEN RECEIVED**

**CONFIDENTIAL – ADDRESSEE ONLY**  
**NAME**  
**ADDRESS**  
**ADDRESS**

Workforce Team  
North Yorkshire & Humber CSU  
Triune Court  
Unit 1  
Monks Cross  
York  
YO32 9GZ

Tel No: 01904.....

Email: [nyhcsu.csuworkforcerecruitment@nhs.net](mailto:nyhcsu.csuworkforcerecruitment@nhs.net)

Dear

**RE:**

The above named person has given your name as a referee in respect of their application for the indicated post on the attached sheet. I would be grateful if you could give your opinion of the candidate's suitability for this post under the headings on the attached sheet.

It is the policy of this organisation to be open with employees. The Data Protection Act 1998 is now in force and extends the provision of access to include manual records. The reference you provide will be held on the employee's personal file and may be accessed by the individual in line with the Data Protection Act. Should you not wish the individual to have sight of this reference, please identify this on the reference form in the space provided.

**NOTE: If a DBS check is required for this post (please keep paragraphs below, if not please remove)\***

Because of the nature of the work for which the applicant is applying, this post is exempt from the provisions of Section 4(2) of the Rehabilitation of Offenders Act 1974 (exemptions) order 1975.

Referees are, therefore, requested not to withhold information about convictions which for other purposes are "spent" under the provisions of the Act. Any information will be completely confidential and will be considered only in relation to an applicant for positions to which the order applies. Referees should note that as stated above references supplied will be held on personal files should the candidate be appointed.

Thank you for your co-operation and assistance in this matter.

Yours sincerely

NAME  
JOB TITLE

**DATA PROTECTION ACT**

Will you be supplying the applicant with a copy of this reference?

**YES / NO\***

If No, do you have any objections to its contents being revealed during the course of the selection process or at any time in the future?

**YES / NO\***

*\* Please delete as appropriate*

**NAME OF APPLICANT:**

**POST APPLIED FOR:**

**Please state how long you have known the applicant and in what capacity**

**Relevant Previous Experience**

**Leadership Qualities**

**Strengths and Weaknesses**

**Ability to relate effectively to others (i.e. colleagues, clients and managers)**

---

**Commitment/Character/Personality**

**Management Ability and Potential (if appropriate) Professional Ability**

**If applicant is newly qualified, can you comment on his/her personality/attitude in relation to post.**

**Are there, to your knowledge, any current or pending disciplinary or capability issues in relation to the applicant?**

**Will you please confirm whether or not you are the candidate's current/most recent line manager.**

**Signed:**

**Date:**

**Name (BLOCK CAPITALS PLEASE):**

**Post Held:**

**Address:**

## Appendix 11: Conditional Offer Letter

DATE

### Private & Confidential

ADDRESS  
ADDRESS  
ADDRESS

Workforce Team  
North Yorkshire & Humber CSU  
Triune Court  
Unit 1  
Monks Cross  
York  
YO32 9GZ

Tel no: 01904.....

Email: [NYHCSU.CSUWorkforceRecruitment@nhs.net](mailto:NYHCSU.CSUWorkforceRecruitment@nhs.net)

Dear (NAME),

### **RE: CONDITIONAL OFFER LETTER FOR (POST TITLE)**

Further to your recent interview and subsequent verbal offer of employment to the above post within NHS Scarborough and Ryedale CCG, please can I ask you to complete and return the enclosed forms within 10 days to the address above.

- Occupational Health Assessment
- DBS application form (if applicable)
- Non-Disclosure of Confidential Information
- Declaration of Secondary Employment

As outlined by the recruiting manager this is a conditional offer of employment subject to:

1. Receipt of two written references that are satisfactory.
2. Satisfactory Occupational Health Assessment.
3. Satisfactory DBS clearance (if applicable to the post.)
4. Evidence of your right to work in the UK and Proof of Identity

### **Starter documentation**

You are required to provide evidence of your Right to Work in the UK and proof of Identity. If you have not already provided the following documents at interview, I would be grateful if you could contact me on (ENTER NO) to arrange to have your documents checked before you commence in post.

This should be in the form of at least 1 valid photo document and at least 2 non-photographic documents (2 of which must have your home address on). If no photo ID available you must provide at least 5 documents from the non-photographic list.

#### **Valid photographic ID**

- Valid UK Passport or EU/other nationalities passport
- Valid Passport of Non EU nationals containing UK stamps, a visa or UK residence permit showing the immigration status of the holder in the UK.
- Driving Licence (Photo card and paper copy)

Valid non-photographic ID

- Utility bill (gas, electricity or land line phone bill), Council tax bill, Bank Statement (all dated within last 3 months)
- National Insurance Card
- HM Rev & Customs tax notification (i.e. tax assessment, statement of account) \*  
A P45/P60 is not acceptable
- Mortgage statement
- Full Birth certificate
- UK full old style paper driving licence
- Residence permit issued by the Home Office to EU Nationals of inspection of own-country passport.
- Adoption certificate (UK)
- Marriage/Civil partnerships certificate (UK)
- Divorce/annulment or civil partnership dissolution papers (UK)
- Deed poll certificate
- UK firearms licence
- Benefit statement, book or card
- Grant letter or student loan agreement for a Local Education Authority

Your referees have been contacted and we have asked them to return their completed reference within 10 days. We will be unable to proceed with your application and no formal offer of employment will be issued until we are in receipt of the completed forms detailed above.

Until you hear from the recruiting manager with regards to agreeing a start date it is recommended that you do not give notice with your current employer.

I would like to offer you my congratulations and assurance that clearances will be sought as soon as possible. We will contact you again once these have been received in order to confirm your appointment and arrange a convenient start date.

If you have any queries please do not hesitate to contact me on the above number

Yours sincerely

NAME  
JOB TITLE

## Appendix 12: Final Offer Letter

DATE

### Private & Confidential

NAME

ADDRESS

ADRESSS

ADDRESS

Workforce Team  
North Yorkshire & Humber CSU  
Triune Court  
Unit 1  
Monks Cross  
York  
YO32 9GZ

Tel no: 01904.....

Email:

[NYHCSU.CSUWorkforceRecruitment@nhs.net](mailto:NYHCSU.CSUWorkforceRecruitment@nhs.net)

Dear

RE: FINAL OFFER LETTER (ENTER JOB TITLE & REF NO)

Further to your interview for the above post, I am pleased to confirm that all pre-employment checks have now been received satisfactorily. Therefore please see below your starting details for employment with NHS Scarborough and Ryedale Clinical Commissioning Group.

Your main base will be (ENTER BASE), however you may be required to work from other sites on occasion. Your start date has been confirmed as (ENTER DATE) please contact (MANAGERS NAME) on (CONTACT TEL NO) prior to this to arrange start time and location for your first day of work.

**\*Delete if not applicable**

\*As you are aware, a DBS check is required for the above post. I can confirm that we will support commencement into the above post prior to receipt of the enhanced/standard (delete as necessary) DBS disclosure. However we would withdraw and dismiss you from our employment without notice if you have failed to disclose any information, or if we deem the disclosure to be unsatisfactory.

The salary scale for this post is Band (ENTER BAND), £(SALARY) - £(SALARY) (pro rata) per annum working (ENTER HOURS) hours per week, on a Permanent/Fixed

Term/Temporary contract. \*delete as necessary

Please note it is current policy to pay the bottom of the salary scale pending receipt of a staff transfer form from your previous employer confirming your experience and length of service; to speed up this process please provide a copy of your payslip from your previous NHS employer on your first day where applicable.

### Starter documentation

You are required to provide evidence of your Right to Work in the UK and proof of Identity. If you have not already provided the following documents at interview, I would be grateful if you could contact me on (ENTER NO) to arrange to have your documents checked before you commence in post.

This should be in the form of at least 1 valid photo document and at least 2 non-photographic documents (2 of which must have your home address on). If no photo ID available you must provide at least 5 documents from the non-photographic list.

#### Valid photographic ID

- Valid UK Passport or EU/other nationalities passport
- Valid Passport of Non EU nationals containing UK stamps, a visa or UK residence permit showing the immigration status of the holder in the UK.
- Driving Licence (Photo card and paper copy)

#### Valid non-photographic ID

- Utility bill (gas, electricity or land line phone bill), Council tax bill, Bank Statement (all dated within last 3 months)
- National Insurance Card
- HM Rev & Customs tax notification (i.e. tax assessment, statement of account) \* A P45/P60 is not acceptable
- Mortgage statement
- Full Birth certificate
- UK full old style paper driving licence
- Residence permit issued by the Home Office to EU Nationals of inspection of own-country passport.
- Adoption certificate (UK)
- Marriage/Civil partnerships certificate (UK)
- Divorce/annulment or civil partnership dissolution papers (UK)
- Deed poll certificate
- UK firearms licence
- Benefit statement, book or card
- Grant letter or student loan agreement for a Local Education Authority

### Annual Leave

Annual Leave entitlement is detailed below

0-5 yrs NHS service = 27 days per annum pro rata  
5-10 yrs NHS service = 29 days per annum pro rata  
10 yrs + NHS service = 33 days per annum pro rata

**NHS Pension scheme**

You will be entitled to join the NHS Pension Scheme, which provides a wide range of retirement, family and life assurance benefits.

**Information regarding pay**

Your manager will complete a HR2 starter Form with you on your first day of duty. You will be required to complete your bank details on the form in order to receive pay so please ensure you have these to hand. You will be paid monthly in arrears by bank transfer on the 27th of the month or nearest previous working day. If your start date is before the 09<sup>th</sup> of the month and your HR2 starter Form has been submitted to the Workforce team before this date you will receive pay that month. If your start date is after the 09<sup>th</sup> of the month you will not receive pay until the following month (exceptions may occur e.g.Christmas).

**Terms & Conditions**

Further details regarding Terms and Conditions will be provided within your contract of employment. This will normally be no later than 8 weeks after your date of appointment.

**Please could I ask you to sign the acceptance slip at the foot of this letter and return it as soon as possible to your new line manager to be retained in your personal file.**

**Your contract of employment will be sent to you within 8-weeks of your start date.**

If you have any other queries regarding your new position please do not hesitate to contact me on the above number and may I take this opportunity to offer you our congratulations on your new job and to wish you well in your career within NHS Scarborough and Ryedale CCG.

Yours sincerely

NAME  
JOB TITLE  
North Yorkshire & Humber CSU

I accept the post on the terms and conditions as stated above.

Name (Please Print)	
Date	
Signature	

## Appendix 13: Equality Impact Assessment

1. Equality Impact Analysis											
<b>Policy / Project / Function:</b>	Recruitment and Selection Policy										
<b>Date of Analysis:</b>	02/03/14										
<b>This Equality Impact Analysis was completed by: (Name and Department)</b>	Workforce Service										
<b>What are the aims and intended effects of this policy, project or function ?</b>	This Policy is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently										
<b>Please list any other policies that are related to or referred to as part of this analysis?</b>	<ul style="list-style-type: none"> <li>• Recruitment and Retention Premia</li> <li>• Starting Salaries Policy</li> <li>• Temporary Promotion Policy</li> <li>• Secondment Policy</li> <li>• Recruitment of Ex-Offenders Policy</li> <li>• Redeployment Policy</li> <li>• Travel and Expenses Policy</li> <li>• Relocation Policy</li> <li>• Disciplinary Policy</li> </ul>										
<b>Who does the policy, project or function affect?</b>  Please Tick ✓	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Employees roles</td> <td style="text-align: right;">✓ staff applying for new roles</td> </tr> <tr> <td>Service Users</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>Members of the Public</td> <td style="text-align: right;">✓</td> </tr> <tr> <td>Other (List Below)</td> <td style="text-align: right;">✓</td> </tr> <tr> <td colspan="2">Lay members, students, volunteers</td> </tr> </table>	Employees roles	✓ staff applying for new roles	Service Users	<input type="checkbox"/>	Members of the Public	✓	Other (List Below)	✓	Lay members, students, volunteers	
Employees roles	✓ staff applying for new roles										
Service Users	<input type="checkbox"/>										
Members of the Public	✓										
Other (List Below)	✓										
Lay members, students, volunteers											

## 2. Equality Impact Analysis: Screening

	Could this policy have a positive impact on...		Could this policy have a negative impact on...		Is there any evidence which already exists from previous (e.g. from previous engagement) to evidence this impact
	Yes	No	Yes	No	
<b>Race</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	See full assessment
<b>Age</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	See full assessment
<b>Sexual Orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	See full assessment
<b>Disabled People</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks.</p> <p>Positive Impact: The policy and associated recommendations in the EIA have the potential to have a positive impact on the workforce profile see full assessment</p>
<b>Gender</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks.</p> <p>The policy and associated recommendations in the EIA have the potential to have a positive impact on the workforce profile - see assessment test</p>
<b>Transgender People</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	See full assessment

<b>Pregnancy and Maternity</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	See full assessment
<b>Marital Status</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	See full assessment
<b>Religion and Belief</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	See full assessment
<b>Reasoning</b>					
<b>If there is no positive or negative impact on any of the Nine Protected Characteristics go to Section 7</b>					

### 3. Equality Impact Analysis: Local Profile Data

Local Profile/Demography of the Groups affected (population figures) as at January 2014	
<b>General</b>	Total number of employees in the CCG is 94
<b>Age</b>	63.84% of staff are aged 30-55 21.27% of staff are over 55 14.89% of staff employed are under 30
<b>Race</b>	87.24% of staff employed in the CCG declared themselves White 9.58% of staff are not stated/undefined 1.06% of staff declared themselves Black 1.06% of staff declared themselves Mixed 1.06% of staff declared themselves Other None are Asian Population data: 97.5% White, 1.2 % Asian, 0.8% Mixed, 0.2% Other
<b>Sex</b>	79.79% of staff employed are female 20.21% of staff employed are male Population data –The gender split in the Scarborough and Ryedale CCG area is 49.6% male and 50.4% female
<b>Gender reassignment</b>	No information
<b>Disability</b>	82.98% of staff employed declared themselves as having no disability 17.02% of staff did not declare /undefined 0% of staff declared a disability Population 19.5% of the CCG population are living with a limiting long term illness or disability.
<b>Sexual Orientation</b>	65.96% of staff described themselves as heterosexual 32.98% did not wish to respond /undefined 1.06% described themselves as bisexual
<b>Religion, faith and belief</b>	Christianity is the largest religious group declared by staff in the CCG (55.32%) 34.05% were undefined or did not wish to declare 10.63% of staff declared other faith or religious beliefs Population According to the 2011 Census, 67% of the population identified themselves as Christian and 1.3% of the population is made up of other religions.
<b>Marriage and civil partnership</b>	62.77% of employees are married. 21% are single. 1.06% of employees are in a civil partnership The remainder are divorced (7.5%), separated (2%) widowed (1%) or did not declare
<b>Pregnancy and maternity</b>	No information yet as the CCG has not been established long enough to build meaningful data

#### 4. Equality Impact Analysis: Equality Data Available

<p><b>Is any Equality Data available relating to the use or implementation of this policy, project or function?</b></p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as ‘<i>Equality Groups</i>’.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> <li>1. Application success rates <i>Equality Groups</i></li> <li>2. Complaints by <i>Equality Groups</i></li> <li>3. Service usage and withdrawal of services by <i>Equality Groups</i></li> <li>4. Grievances or decisions upheld and dismissed by <i>Equality Groups</i></li> <li>5. <i>Previous EIAs</i></li> </ol>	<p>Yes <input checked="" type="checkbox"/> Employee and population data</p> <p>No <input type="checkbox"/></p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document).</p>
<p><b>List any Consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this policy, project or function</b></p>	<p>Consultation has taken place with Trade Unions locally and nationally</p>
<p><b>Promoting Inclusivity</b>  <b>How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</b></p>	<p>The policy provides a framework for fair recruitment processes which should contribute to the aim of eliminating discrimination</p>

## 5. Equality Impact Analysis: Assessment Test

**What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?**

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists
<b>Gender</b> (Men and Women)		✓		<p>The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks.</p> <p>Analysis of employee data indicates that significantly more women than men are employed in the CCG (almost are 80% female) yet in the local population the gender split is almost equal. In terms of senior roles 75% of the males employed in the CCG are employed at band 7 or above where as only 25% of the women employed are in those bands. It should be noted that a significant proportion of the workforce was recruited as a result of a transfer exercise and ring fencing. This will have naturally limited the field of candidates from the previous employer and therefore affected the resulting workforce profile. However, there are measures the CCG can consider alongside the recruitment policy to address this and facilitate a potential positive impact on men and women - see action plan. These are positive actions to support and encourage the recruitment of women at a senior level. However, the CCG will not support positive discrimination</p>
<b>Race</b> (All Racial Groups)	✓			<p>The current workforce profile indicated that 2.12% of employees have defined themselves as Black/Mixed. The profile of the local population is 2.2% of the population defines themselves as Black/Mixed Asian.</p> <p>The policy provides a fair written recruitment process and the workforce profile is a fair reflection of the local population. It is good practice to continue to monitor the workforce profile.</p>
<b>Disability</b> (Mental and Physical)		✓		<p>The policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks.</p> <p>Analysis of employee data indicates that no employee in the CCG has</p>

				<p>declared a disability yet 19.5% of the CCG population are living with a limiting long term illness or disability. It should be noted that a significant proportion of the workforce was recruited as a result of a transfer exercise and ring fencing. This will have naturally limited the field of candidates from the previous employer and therefore affected the resulting workforce profile. In addition some employees may be reluctant to declare a disability which would affect the workforce profile. There are measures the CCG can consider alongside the recruitment policy to address this and facilitate a potential positive impact on disabled people- see action plan.</p> <p>Positive Impacts:</p> <ul style="list-style-type: none"> <li>• The CCG organisation operates a Guaranteed Interview Scheme whereby applicants who meet all of the essential criteria are guaranteed an interview.</li> <li>• The policy is explicit that reasonable adjustments will be made where necessary.</li> </ul>
<b>Religion or Belief</b>	✓			<p>The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory).</p>
<b>Sexual Orientation (Heterosexual, Homosexual and Bisexual)</b>	✓			<p>The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory) In relation to sexual orientation, neither CCG or local population data is known with any certainty. However, nationally, the Government estimates that 5% of the population are lesbian, gay or bisexual communities.</p>

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by <i>The Equality Act 2010</i> ?				
Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists
<b>Pregnancy and Maternity</b>	✓			The policy provides a fair written recruitment process with selection decisions encouraged on the basis merit with no potential positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory).
<b>Transgender</b>	✓			There are no official statistics regionally regarding transgender populations nor is employee data currently held, however the policy is written in line with current legislation and best practice to ensure a fair and consistent process is followed throughout the CCG when dealing with recruitment, selection and pre-employment checks. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory).
<b>Marital Status</b>	✓			This protected characteristic generally only applies in the workplace and therefore local population data does not exist. The policy provides a fair written recruitment process with selection decisions encouraged on the basis merit with no positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (i.e. ensure job descriptions and advertisements are not discriminatory).
<b>Age</b>	✓			The policy provides a fair written recruitment process with selection decisions encouraged on the basis of merit with no positive or negative impact. It is good practice to continue to monitor the recruitment process regularly with workforce profile review and frequent audit of the process (ie ensure job descriptions and advertisements are not discriminatory).



<p>term illness or disability. Actions can be taken to address the CCG workforce profile and have a positive impact on disabled people</p>	<ul style="list-style-type: none"> <li>• Ensure data is routinely checked to ensure it is updated if an employee becomes disabled during their employment.</li> <li>• Consider whether any positive action measures may be appropriate. It is important to note that it is not unlawful for an employer to treat a disabled person more favourably compared to a non-disabled person.</li> <li>• HR to provide guidance to individual managers on how to do this.</li> <li>• Effective monitoring of recruitment.</li> <li>• Work with trade union representatives to share information and advice.</li> <li>• HR team to work with Occupational Health Service to produce advice regarding the support available to staff who develop a new or temporary disability and to encourage declaration</li> </ul>	<p>Line manager/HR Lead</p> <p>Board/HR Lead</p> <p>HR team</p> <p>HR team HR Lead</p>		
<p>Regular monitoring of the workforce profile to ensure the outcome of recruitment processes are supporting a fair and balanced workforce to serve the population</p>	<ul style="list-style-type: none"> <li>• HR to regularly provide workforce information to Board members for review.</li> </ul>	<p>HR/Board</p>		



## 7. Equality Impact Analysis Findings

<b>Analysis Rating:</b>	<input type="checkbox"/> Red	<input type="checkbox"/> Red/Amber	<input checked="" type="checkbox"/> Amber	<input type="checkbox"/> Green
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		Actions	Wording for Policy / Project / Function
<p><b>Red</b></p> <p><b>Stop and remove the policy</b></p>	<p><b>Red:</b> As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. It is recommended that the use of the policy be suspended until further work or analysis is performed.</p>	<p><b>Remove the policy</b></p> <p>Complete the action plan above to identify the areas of discrimination and the work or actions which needs to be carried out to minimise the risk of discrimination.</p>	<p>No wording needed as policy is being removed</p>
<p><b>Red Amber</b></p> <p><b>Continue the policy</b></p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason may exist that could legitimise or justify the use of this policy and further professional advice</p>	<p><b>The policy can be published with the EIA</b></p> <p>List the justification of the discrimination and source the evidence (i.e. clinical need as advised by NICE).</p> <p>Consider if there are any potential actions which would reduce the risk of discrimination.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason exists which justifies the use of this policy and further professional advice.</p> <p><b><i>[Insert what the discrimination is and the justification of the discrimination plus any actions which could help what reduce the risk]</i></b></p>

	should be taken.	date.	
Equality Impact Findings (continued):			
		Actions	Wording for Policy / Project / Function
<b>Amber</b>  <b>Adjust the Policy</b>	As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.	<p><b>The policy can be published with the EIA</b></p> <p>The policy can still be published but the Action Plan must be monitored to ensure that work is being carried out to remove or reduce the discrimination.</p> <p>Any changes identified and made to the service/policy/ strategy etc. should be included in the policy.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p> <p><b><i>[Insert what the discrimination is and what work will be carried out to reduce/eliminate the risk]</i></b></p>
<b>Green</b>  <b>No major change</b>	As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.	<p><b>The policy can be published with the EIA</b></p> <p>Another EIA must be completed if the policy is changed, reviewed or if any discrimination is identified at a later date</p>	As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.

<b>Brief Summary/Further comments</b>	As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.
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<b>Approved By</b>		
Job Title:	Name:	Date:
Chief Officer	Simon Cox	29.07.14

## Appendix 14: Sustainability Impact Assessment

### SUSTAINABILITY IMPACT ASSESSMENT

Staff preparing a policy, Governing Body (or Sub-Committee) report, service development or project are required to complete a Sustainability Impact Assessment (SIA). The purpose of this SIA is to record any positive or negative impacts that this is likely to have on sustainability.

<b>Title of the document</b>	Recruitment and Selection Policy
<b>What is the main purpose of the document</b>	This policy and procedure is designed to support managers in providing a fair, consistent and effective approach to the recruitment of all employees and to help managers deal with recruitment and selection effectively and consistently.
<b>Date completed</b>	12 <sup>th</sup> June 2014
<b>Completed by</b>	CSU Workforce

<b>Domain</b>	<b>Objectives</b>	<b>Impact of activity</b> Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	<b>Brief description of impact</b>	<b>If negative, how can it be mitigated?</b> <b>If positive, how can it be enhanced?</b>
<b>Travel</b>	Will it provide / improve / promote alternatives to car based transport? Will it support more efficient use of cars (car sharing, low emission vehicles, environmentally friendly fuels and technologies)? Will it reduce 'care miles' (telecare, care closer) to home? Will it promote active travel (cycling, walking)? Will it improve access to opportunities and facilities for all groups?	N/A		

<b>Procurement</b>	<p>Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery?</p> <p>Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives?</p> <p>Will it promote ethical purchasing of goods or services?</p> <p>Will it promote greater efficiency of resource use?</p> <p>Will it obtain maximum value from pharmaceuticals and technologies (medicines management, prescribing, and supply chain)?</p> <p>Will it support local or regional supply chains?</p> <p>Will it promote access to local services (care closer to home)?</p> <p>Will it make current activities more efficient or alter service delivery models?</p>	N/A		
<b>Facilities Management</b>	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled?</p> <p>Will it reduce water consumption?</p>	N/A		
<b>Workforce</b>	<p>Will it provide employment opportunities for local people?</p> <p>Will it promote or support equal employment opportunities?</p> <p>Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?</p> <p>Will it offer employment opportunities to disadvantaged groups?</p>	N/A		
<b>Community Engagement</b>	<p>Will it promote health and sustainable development?</p> <p>Have you sought the views of our communities in relation to the impact on sustainable development for this activity?</p>	N/A		

<b>Buildings</b>	<p>Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer lifespan)?</p> <p>Will it increase safety and security in new buildings and developments?</p> <p>Will it reduce greenhouse gas emissions from transport (choice of mode of transport, reducing need to travel)?</p> <p>Will it provide sympathetic and appropriate landscaping around new development?</p> <p>Will it improve access to the built environment?</p>	N/A		
<b>Adaptation to Climate Change</b>	<p>Will it support the plan for the likely effects of climate change (e.g. identifying vulnerable groups; contingency planning for flood, heat wave and other weather extremes)?</p>	N/A		
<b>Models of Care</b>	<p>Will it minimising 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes?</p> <p>Will it promote prevention and self-management?</p> <p>Will it provide evidence-based, personalised care that achieves the best possible outcomes with the resources available?</p> <p>Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways?</p>	N/A		