




RECRUITMENT AND SELECTION POLICY

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CONTENTS

Section		Page
1.0	Introduction	3
2.0	Purpose and Scope	3
3.0	Definitions	3
4.0	Duties	4
5.0	Vacancies	5
6.0	Advertising Vacancies	5
7.0	Equality and Diversity	5
8.0	Applying for Vacancies	6
9.0	Cucumber Employment Check Standards	6
10.0	Fit and Proper Person Requirements	7
11.0	Short-listing and Interviewing Candidates	7
12.0	Recognising Previous Service	7
13.0	Commencing Salaries	7
14.0	Relocation Expenses	7
15.0	Training and Development	7
16.0	Dissemination and Implementation	8
17.0	Monitoring Compliance	8
18.0	References	8
Appendices		
Appendix A	Occupational Health Pre Employment Process Flow Chart	9
Appendix B	Equality Analysis	10

1. INTRODUCTION

- 1.1 The principle of the Recruitment Policy is to have transparent and robust recruitment and selection processes, to enable recruiting managers to recruit and retain staff with the necessary skills and abilities to enhance the quality of health care services provided by Cucumber Recruitment.
- 1.2 Cucumber Recruitment's recruitment and selection processes are carried out in accordance with current employment legislation, the six mandatory CUCUMBER Employment Check Standards and the requirements of the Fit and Proper Person Requirements.
- 1.3 By implementing the procedural aspects of the Policy, recruiting managers can be assured that they are operating within the confines of current employment legislation and that they are able to avoid discrimination and recruit safely without putting Cucumber Recruitment at risk. Cucumber Recruitment can also be assured that the Employment Check Minimum Data Set requirements of the CUCUMBER Litigation Authority Risk Management Standards

2. PURPOSE AND SCOPE

- 2.1 The purpose of this policy is to provide guidance and standards to enable recruiting managers to attract, recruit and retain the best candidate for the job from a diverse and wide pool of applicants in a safe and efficient way in accordance with best practice.
- 2.2 This policy applies to all potential employees and staff employed by Cucumber Recruitment at all stages of recruitment and selection. Shortlisting, interviewing and selection will always be carried out without regard to gender, gender reassignment, sexual orientation, marital or civil partnership, status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership.
- 2.3 Cucumber Recruitment is committed to providing a working environment and culture which treats all staff and potential employees fairly and equitably, the application of this policy and supporting procedures will apply equally to all staff including those on full time, part time and fixed term contracts.
- 2.4 This policy and associates Recruitment and Selection Procedures, aim to reinforce Cucumber Recruitment vision, which is to "lead and inspire through excellence, compassion and expertise in all we do."

3. DEFINITIONS

- 3.1 The key pieces of legislation that underpin the recruitment and selection process, in relation to equality are as follows:
 - Equality Act 2010
 - The Rehabilitation of Offenders Act 1974 (Exceptions)(Amendment) Order 1986
 - The Police Act 1997
- 3.2 The Equality Act became law in October 2010. It replaced previous legislation (such as the Race Relations Act 1976 and the Disability Discrimination Act 1995) and ensures consistency in what you need to do to make your workplace a fair environment and to comply with the law. Under the Equality Act 2010 there are **9 protected characteristics** which make it illegal to discriminate against. The 9 protected characteristics are: age, disability, sex, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation.

Discrimination

- Direct discrimination: occurs when someone is treated less favourably than another person because of a protected characteristic.
- Discrimination by perception: occurs when someone is directly discriminated against because others think they possess a particular characteristic.
- Indirect discrimination: occurs when you have a rule or policy that applies to everyone but disadvantages a particular protected characteristic.
- Positive action: the Equality Act allows employers to take positive action if they think that their employees or job applicants who share a particular protected characteristic suffer a disadvantage connected to that characteristic, or if their participation in an activity is disproportionately low.
- Positive discrimination: positive discrimination is illegal. It involves employing or promoting people because they are from a target group such as women or men, or a particular ethnic group.

4. DUTIES

Chief Executive

- 4.1 The Chief Executive is responsible for ensuring that reasonable and equitable procedures and provisions are in place to ensure that recruitment and selection within Cucumber Recruitment is carried out in a fair and transparent way and that adequate staffing levels are maintained.

Director of Human Resources

- 4.2 As lead for Human Resources within Cucumber Recruitment, the Director of Human Resources is responsible for ensuring:

- The provision of appropriate publicity of the policy
- Consistency of application throughout Cucumber Recruitment
- That all recruitment and selection complaints are dealt within an efficient, fair and strictly confidential manner
- The provision of training and advice to managers and staff on the operation of the policy

Recruiting Managers

- 4.3 Recruitment managers will be responsible for ensuring that the recruitment and selection process is carried out in accordance with Cucumber Recruitment's Policies and Procedures at all times and for contacting HR Services for advice and support where needed. They are also responsible for providing any third party that they may involve in the recruitment process with a copy of this policy.

HR Services

- 4.4 The HR Services team will be responsible for monitoring the operation of the Policy for both employees and job applicants.
- 4.5 The HR Services team will provide advice and support to recruiting managers and will also be responsible for advertising vacancies, carrying out pre-employment checks and issuing contract documentation.
- 4.6 The HR Services team will support the delivery of Recruitment and Selection Workshops as part of a suite of Leadership Development Skills Workshops focused on good people management practice in all core areas.

5. VACANCIES

- 5.1 When a vacancy arises the line manager should analyse the vacancy to establish how or if the vacancy should be filled, e.g., like for like replacement or a change to the skill mix or hours.
- 5.2 Cucumber Recruitment aims at all times to recruit the person who is most suited to the particular job. Recruitment will be solely on the basis of the applicant's abilities and individual merit as measured against the criteria for the job. Qualifications, experience and skills will be assessed at the level that is relevant to the job.
- 5.3 Before embarking on the process of recruitment, the line manager must ensure that there is an up-to-date job description for the post and a clearly drafted person specification. The job description will describe the duties, responsibilities and level of seniority associated with the post, while the person specification will describe the type of qualifications, training, knowledge, experience, skills, aptitudes and competencies required for effective performance of the job.
- 5.4 Authorisation to recruit to the vacancy must be obtained from the relevant Budget Manager and the Finance Department, where applicable, before the recruitment process can commence.

6. ADVERTISING VACANCIES

- 6.1 As a minimum, all vacancies will be advertised on Cucumber Recruitment 's Internet site for a period of one week and will be open to all current employees.
- 6.2 If a recruiting manager wishes to advertise a vacancy externally, the vacancy must be advertised on Cucumber Recruitment website for a minimum of one week, this will identify if a suitable pool of applicants can be attracted via this website. Most vacancies will also be placed on CUCUMBER Jobs at the same time. There is currently no charge to advertise vacancies on the CUCUMBER Jobs website.
- 6.3 A recruiting manager may also wish to advertise on other websites or in printed media but they will be responsible for paying the costs out of their budget. External adverts should be signposted to the full details of the vacancy on Cucumber Recruitment website.
- 6.4 Such recruitment advertisements will be placed in appropriate media via the Communications team to ensure appropriate advert text, consistent and correct Trust information and cost effectiveness.
- 6.5 All advertisements will also be scrutinised by the HR Services team to ensure that they are not in breach of employment legislation and they are also compliant with Cucumber Recruitment 's Equality and Diversity Strategy.

7. EQUALITY AND DIVERSITY

- 7.1 Cucumber Recruitment is committed to equality of opportunity for both employed and prospective staff and supports a culture where our workforce is representative of the communities we service and where differences are recognised, accepted and valued.
- 7.2 Cucumber Recruitment has signed a commitment to act positively towards disabled people and is permitted to use the 'Two Ticks' (Positive about Disabled People Symbol) on adverts and recruitment literature. As part of this commitment disabled applicants who meet the essential criteria of the person specification for a post, will be guaranteed an interview.

7.3 Data to monitor equality and diversity will be collected at short-listing, interview and appointment stages within the recruitment process.

8. APPLYING FOR VACANCIES

8.1 A standard electronic application form must be completed by all applicants online via Cucumber Recruitment or CUCUMBER Jobs website, subject to the provisions of the Equality Act 2010.

8.2 Recruiting managers will not be permitted to see personal or monitoring information on the application form at the short-listing stage.

8.3 All applicants for vacancies with Cucumber Recruitment will be treated equally; the only exceptions to this will be as follows:

- Organisational change: the provisions of Cucumber Recruitment 's Organisational Change Policy will apply when restructuring as a result of organisational change. Staff who are not successful in securing a post in the new structure will be deemed as 'at risk' of redundancy and will be issued with a restricted user account allowing them to apply for vacancies but having priority over other applicants.
- Ill health/incapacity: where there is a need to redeploy a member of staff in order to avoid ill health retirement or termination of contract due to incapacity in line with Cucumber Recruitment 's Policy for Managing Health, Wellbeing and Attendance. In these circumstances, the member of staff will be issued with a restricted user account allowing them to apply for vacancies but having priority over other applicants.

9. CUCUMBER EMPLOYMENT CHECK STANDARDS

9.1 The CUCUMBER Employment Check Standards will be followed at all stages in the recruitment process and before an offer of employment can be confirmed, the recruiting manager and the HR Services Department will carry out the following checks:

- Verification of Identify
- Right to Work Checks
- Professional Registration and Qualifications
- Employment History and References
- Disclosure and Barring Service Checks (DBS)
- Occupational Health Checks (OH)
- English language competence

9.2 The Recruitment and Selection – Procedures for Verification of Documentation IN163e outline the process for checking Verification of Identity, Right to Work in the UK and Professional Registration and Qualifications.

9.3 The Recruitment and Selection – Procedure for Receipt and Supply of References IN163d outline the processes for obtaining employee references and verifying employment history.

9.4 The Employment of People with Criminal Records Guidance Notices IN336 outlines the process for DBS Checks.

9.5 The process for Occupational Health pre-employment checks is outline in Appendix A of this policy.

10. FIT AND PROPER PERSON REQUIREMENTS

10.1 Cucumber Recruitment is required to take proper steps to ensure that its Directors (both Executive and Non-Executive) are fit and proper for the role and will, therefore carry out all necessary checks to confirm that persons who are appointed to these roles are:

- Of good character;
- Have the appropriate qualifications;
- Are competent and skilled;
- Have the relevant experience and ability;
- Exhibit appropriate personal behaviour and business practices; and,
- Have not been responsible for or known, contributed to or facilitated any serious misconduct or mismanagement in carrying on a regulated activity.

10.2 The Recruitment and Selection Procedure details the processes for verifying the requirements in addition to those detailed in Section 9 above.

11. SHORTLISTING AND INTERVIEWING CANDIDATES

11.1 Full details on short-listing and interview procedures are included in the supporting Recruitment and Selection Procedure.

12. RECOGNISING PREVIOUS SERVICE

12.1 Cucumber Recruitment's guidance on recognising previous service both within the CUCUMBER and outside of the CUCUMBER, where employment is deemed to be 'relevant' is outlined in the supporting Recruitment and Selection Procedure.

13. COMMENCING SALARIES

13.1 The Recruitment and Selection Procedure for Agreeing Commencing Salaries IN163b provides guidance and support for recruiting manager's when agreeing salaries for new appointments.

14. RELOCATION EXPENSES

14.1 Relation expenses are only paid in circumstances where there has been particular difficulty in recruiting to a post. In these circumstances, authorisation from Finance and the relevant budget manager are required and recruiting managers should consult with the HR Services team for guidance on payments.

15. TRAINING AND DEVELOPMENT

15.1 It is expected that those involved in Cucumber Recruitment and selection process will have attended the recruiting and selection training workshop; however, as a minimum, they must be required to confirm that they have read and understood Cucumber Recruitment's Policies and Procedures on Recruitment and Selection and Equality and Diversity. This will include all external assessors/representatives/service users and the Chair of the interview panel will have responsibility for ensuring this.

15.2 Recruitment and Selection training workshops will be provided by the Human Resources Directorate and the Chair of the interview panel must have attended a workshop.

15.3 Such training will provide guidance about the legal responsibilities and will include:

- Equality and diversity in relation to recruitment and selection
- Responsibilities of the recruiting manager and the HR Services team

- The effects general assumptions and prejudices can bring on selection decisions
- Appropriate recruitment and selection techniques

16. DISSEMINATION AND IMPLEMENTATION

16.1 The Policy will be placed on the Intranet and all staff will be informed of the Policy by way of an all-user email.

17. MONITORING COMPLIANCE

17.1 The HR Services team will maintain records of recruitment processes and the pre-employment checks carried out.

17.2 An annual review of recruitment and selection processes with specific reference to equality and diversity issues will be undertaken by the Equalities Manager. The results will be reported to Cucumber Recruitment and will be published in Cucumber Recruitment Single Equality Scheme Annual Report.

17.3 Where an allegation of discrimination is raised and where it is found that individuals from groups:

- Do not apply for employment or promotions, or fewer than expected apply;
- Are not recruited or promoted at all, or are appointed in a significantly lower proportion than their rate of applications;
- Are concentrated in certain jobs/grades/departments and there appears to be a point beyond which they do not rise;

17.4 Appropriate investigations will be undertaken in accordance with Trust Policy and Procedure. Any acts of discrimination and/or abuse may be treated as a disciplinary issue and, will be considered under Cucumber Recruitment 's Disciplinary Policy and Procedure.

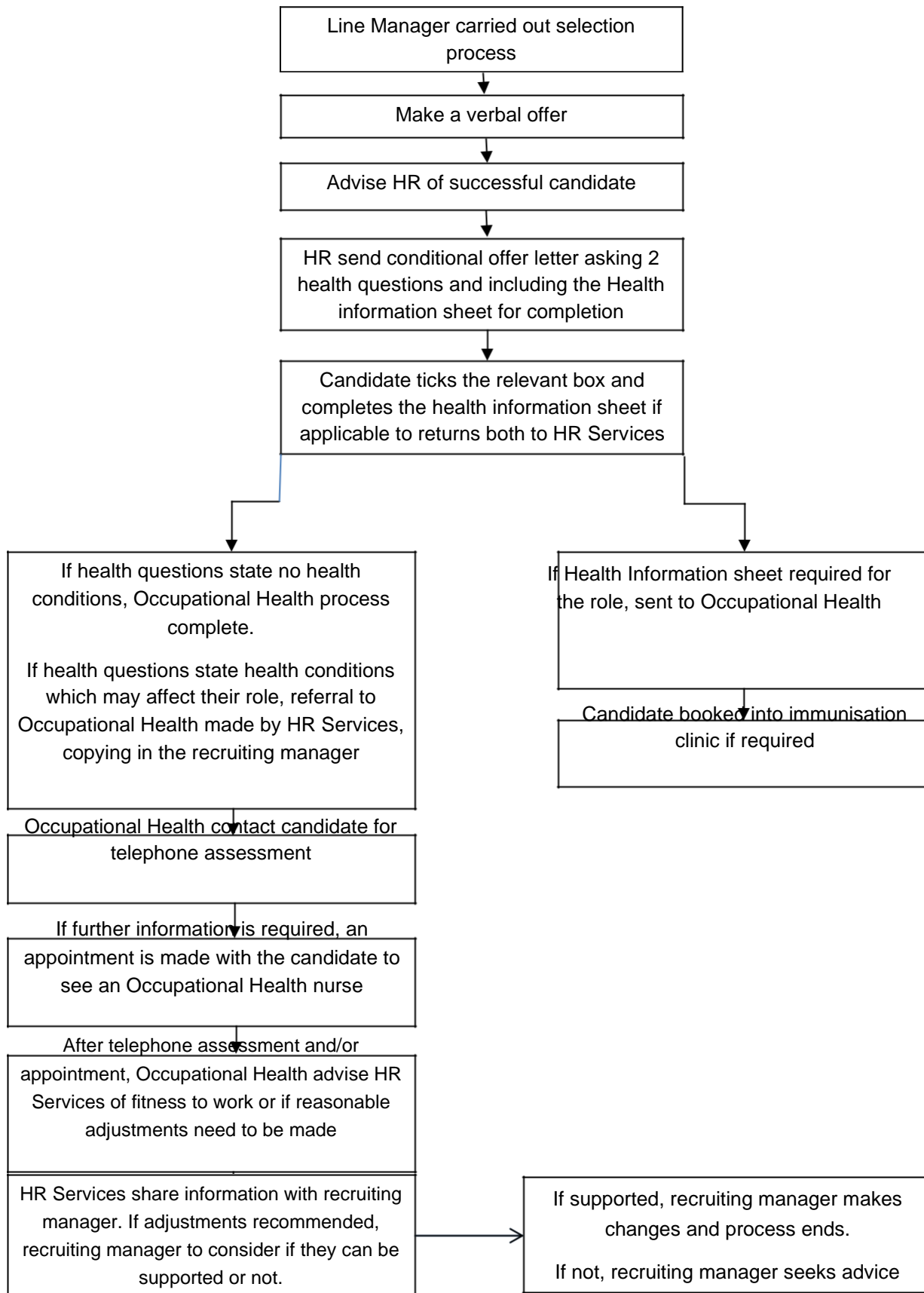
17.5 Internal Audit will audit the effectiveness of this policy through their periodic review.

18. ASSOCIATED DOCUMENTS

18.1 This Policy should be read in conjunction with the following documents:

- Procedures for Line Managers and Employees on Recruitment and Selection
- Procedures for Line Managers and Employees on the Receipt and Supply of References
- Procedures for Line Managers and Employees on the Verification of Documentation required to carry out the CUCUMBER Employment Check Standards
- Procedures for Line Managers and Employees on Employment and Redeployment of Relatives, Partners and Close Friends
- Procedures for Line Managers and Employees on Agreeing Commencing Salaries
- Procedures for Line Managers and Employees on Recognising Previous Service
- Policy on the Employment of Staff with Criminal Convictions
- Organisational Change Policy and Procedure
- Policy for Managing Health, Wellbeing and Attendance
- Induction Policy

Occupational Health Pre Employment Process Flow Chart



1. Policy/Practice/Service development	Directorate	New or existing?	Date of Assessment
Recruitment and Selection	Human Resources	Existing	March 2015

2. Briefly provide an overview of the policy/practice/service development and describe the aims, objectives and purpose of the Policy/Service:

The purpose of this policy is to provide guidance and standards to enable recruiting managers to attract, recruit and retain the best candidate for the job from a diverse and wide pool of applicants in a safe and efficient way in accordance with best practice.

3. Who will be affected? E.g. staff, patients, service users etc.

Staff and Job Applicants

3. Please demonstrate below the potential impacts on people or equality groups with protected characteristics. List the main sources of data, research and other sources of evidence reviewed to determine the impact or potential impact on each equality group (protected characteristic)

Equality target group (protected characteristic)	Is the policy/ practice/ service development relevant to this equality area? Yes/No. If No what evidence did you rely on to reach this conclusion.	Assessment of Potential Impact:		Required Actions or Action Plans	
		High/ Medium/ Low/ Not Known			
		Positive (+)	Negative (-)		
Gender reassignment	Yes		Low	None as policy minimises impact	
Race	Yes		Low	None as policy minimises impact	
Sex	Yes		Low	None as policy minimises impact	

Disability	Yes		Low	None as policy minimises impact	
Age	Yes		Low	None as policy minimises impact	
Religion or Belief	Yes		Low	None as policy minimises impact	
Sexual orientation	Yes		Low	None as policy minimises impact	
Marriage and Civil Partnership	Yes		Low	None as policy minimises impact	
Pregnancy and Maternity	Yes		Low	None as policy minimises impact	

4. Engagement and Involvement. How have you engaged stakeholders in gathering evidence, testing the available evidence and what stakeholders/groups both internal and external were consulted and when? What was the outcome of that engagement and involvement?

Minimal changes have been made, throughout the process line managers have been kept informed and up to date.

5. Summary of Analysis: In considering the evidence and engagement activity listed above, summarise the impact of your work. Consider whether the evidence shows potential for differential impact, if so state whether this is adverse or positive and for which groups. Detail how any negative impacts will be mitigated. Are there any alternative measures that could be taken which could achieve the desired aim without the adverse impact identified? Can the adverse impact or indirect discrimination be objectively justified? Specify how certain protected groups will be included in services or how their participation in public life will be expanded.

The policy should not have an adverse impact on any individuals or groups.

6. Consider and detail below how the proposals impact on and have due regard to the need to eliminate discrimination, harassment and victimisation, advance equality of opportunity between people who share a protected characteristic and those who do not and foster good relations between people who share a protected characteristic and those who do not.

The policy should not have an adverse impact on any individuals or groups.

6.1 Eliminate discrimination, harassment and victimisation. Where there is evidence address each protected characteristic (age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief, sexual orientation, marriage and civil partnership).

The policy will be applied consistently to all job applicants and will be equality neutral.

6.2 Advance equality of opportunity. Where there is evidence address each protected characteristic (age, disability, gender, gender reassignment, pregnancy and maternity race, religion or belief, sexual orientation).

The policy will be applied consistently to all job applicants and will be equality neutral.

6.3 Promote good relations between groups. Where there is evidence address each protected characteristic (age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief, sexual orientation).

The policy will be applied consistently to all job applicants and will be equality neutral.

7. What is the overall impact? Consider whether there are different levels of access experienced, needs or experiences, whether there are any barriers to engagement and what is the combined impact?

The policy should not have an adverse impact on any individuals or groups.

8. Addressing the impact on equalities. Provide an outline of what broad action should be considered by you or any other body to address any inequalities identified through the evidence and consultation. Outline what changes will be made to the policy, practice or service as a result, when and by whom.

The policy should not have an adverse impact on any individuals or groups.

9. Action planning for improvement and implementation. Provide an outline of the key actions based on any gaps, challenges and opportunities identified. Actions to improve the policy, practice or service development need to be summarised including any general action to address specific equality issues and data gaps that need to be addressed through further research or consultation. Use the attached Action Improvement Plan.

The policy should not have an adverse impact on any individuals or groups.

10. Monitoring and review. Detail the processes for monitoring, how this will be measured and when and how the policy, practice, service development will be reviewed.

The policy will be reviewed every two years or earlier dependent on any legislative changes.

11. Publication. Outline how and where this assessment will be published

On Cucumber site

Recruitment and Selection Policy

Review Date	12.03.17
Name of responsible Director	Colin Hague