

### [Note for NHS organisations:

This policy framework should be adapted for your local context. Before you use this policy framework, please review the red text in square brackets throughout the document and amend or delete as appropriate for your local context. If you make any changes to this policy, you should also review the policy overview to ensure it remains consistent.]

**Recruitment policy [framework]**

Version x, xx 2025



**[Statement from the NHS Social Partnership Forum**

This people policy framework has been developed with input from the national Workforce Issues Group of the NHS Social Partnership Forum.

Employers are still expected to follow their local procedures for collective negotiation and agreement on policies. For most employers this would be through the employer’s Joint Negotiating Committee.

The [people policy frameworks](https://www.england.nhs.uk/future-of-human-resources-and-organisational-development/nhs-people-policy-frameworks/) can also be added to, or improved upon, through local discussion and agreement. Nothing in the national people policy frameworks automatically overrides local terms unless agreed at local level.]

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# What this policy covers

# This policy provides information for candidates about what to expect from our recruitment process.

# It explains how decisions are made and provides information about what happens after being offered a role, including how to ask for reasonable adjustments and flexible working. It also ensures recruiting managers know their responsibilities, as well as those of their organisation.

# The policy covers those applying for permanent and temporary roles, including medical staff. It also applies when recruiting people to join a staff bank (a team of individuals who sign an agreement to work shifts that suit them, on an as-and-when basis), usually for the first time or to new bank roles. It does not apply to the process for booking shifts via the bank, unless specifically agreed in advance. It also does not include information about agency worker recruitment.

This policy supports Section 31 of the NHS Terms and Conditions Handbook. [Appendix](#_bookmark11) 2 provides more details.

# Why we have this policy

Our people are at the heart of the NHS. To ensure we can meet the changing needs of our patients and population, there is always a need for new people to join the NHS across many different professions and roles.

It’s vital that our recruitment is completed in line with legal requirements and good practice. This ensures we attract and recruit the best people to care for our patients and that our services run well.

Our [NHS People Promise](https://www.england.nhs.uk/publication/our-nhs-people-promise/) is a promise we must all make to each other to improve the experience of working in the NHS for everyone. The “we work flexibly” theme says:

...As more people are recruited to the NHS across many areas, and roles are adapted to make everyone’s workload more manageable, we feel better supported and the demands of work are more sustainable...

This policy aims to ensure that the People Promise is reflected during the recruitment process and the people we recruit hold the values of our NHS**.**

# Responsibilities

Everyone is expected to work in line with the process and principles set out in this policy.

**Recruiting managers** will:

* use this policy and advice from a [member of the recruitment team] to apply effective methods in selecting the best person for the role
* consider individual needs and provide support and reasonable adjustments in line with equality legislation where applicable
* review new vacancies alongside workforce plans and service priorities
* consider the needs of colleagues to work flexibly and the potential for the vacancy to be used to support retention before beginning the recruitment process
* ensure all recruitment activities are planned thoroughly with clear timelines
* follow agreed processes for job design, job matching and authorisation
* complete any training required to ensure they can be compassionate, consistent and unbiased in their role
* build a culture within their teams that supports open conversations with staff that are leaving to understand why, and use this feedback to learn and change where needed

**[The recruitment team]** will:

* support recruiting managers to ensure outcomes are reached in line with agreed timescales whenever possible
* provide administration for each stage of the recruitment process
* advise about the recruitment process to ensure it’s comprehensive, effective and inclusive
* provide advice and guidance related to employment legislation and NHS Terms and Conditions
* seek support where necessary about issues that might impact the recruitment process, for example, finance, legal or occupational health

**Equality, diversity and inclusion specialists** will provide advice and guidance, and participate in processes to support recruiting managers and a [member of the recruitment team] as necessary or requested.

**Candidates** are expected to reply to all invites and information requests in a timely manner so that the process is completed efficiently.

# How this policy promotes a kind and caring culture

This policy commits to recruiting people into roles in line with the principles set out in the NHS People Promise.

We know that supporting our candidates helps them showcase their skills and experience so we can understand what they can bring to the role.

This policy framework therefore encourages a [member of the recruitment team] and recruiting managers to develop engaging recruitment processes and to ensure all candidates are treated with respect and care.

This includes giving feedback to candidates who request it so that they understand their development needs.

# How do we know that this policy treats people fairly?

In line with the NHS equality, diversity and inclusion improvement plan and public sector equality duties, whenever we write a policy, we always do an Equality and Health Impact Assessment (EHIA) to ensure it treats everyone fairly and does not disadvantage or discriminate against anyone or any protected group. Our policy also aims to encourage people from under-represented groups to apply for our roles.

We also review our policies regularly to see how we are doing, which includes listening to colleagues’ views and reviewing information about how the policy works in practice.

[Appendix 3](#_Appendix_3:_How) provides information about how this policy will be monitored to ensure it treats everyone fairly.

# What to expect during the recruitment process as a candidate

As a candidate, it’s important that you have the time, resources and space to fully participate. We want to support you in showing your skills, values and competencies at every stage of the recruitment process.

This policy offers support or guidance so you can get the help you need.

# Applying for a role

Usually, you will be asked to complete an application form to show you would like to be considered for a role. If it would help you to use an alternative method, you should speak to a [member of the recruitment team] to agree this.

Your application will provide the recruiting manager with information about how your skills and experience match the role.

Read the job description and person specification documents, which will be made available to you. These are important as they include information about the skills, knowledge, values and experience that are needed for the role. These documents will be used throughout the recruitment process to make decisions.

If you need help applying or understanding the documents, or if you have any questions or feedback, you should contact the recruiting manager or a [member of the recruitment team].

They will talk to you about the support you might need and will answer your questions about the role or your application.

# Guaranteed interviews

Within your application, you will be asked if:

* you consider yourself to be disabled under the Disability Confident Scheme
* you are a current member or veteran of the armed forces
* you are a care leaver, have any experience of being in care, or of being within the care system

If you have answered yes to any of these questions and you meet the essential criteria for a role, you will be selected to attend an interview or assessment.

You will be informed in writing if the information in your application does not show you meet the essential criteria. In this case, you will not be invited to attend an interview or assessment.

If you believe you meet the essential criteria, you should inform the [member of the recruitment team] or the recruiting manager who will respond to you as soon as possible.

# Collecting information about you

As part of your application, you will be asked to provide information about your race, sexual orientation, nationality, religion, sex, gender, marital status, disability, caring responsibilities and age. These are known as protected characteristics.

You do not have to provide this if you do not wish to.

The information you provide is protected by law and will always be used in a way that complies with the law’s guidelines. For further details about data protection, please use the link provided in [appendix 2](#_bookmark11).

The information will be used to understand who applies for roles and who is successful or not. Collecting this information aims to help us understand any problems or unfairness during recruitment. It will also be used to promote equality, reduce discrimination and take positive action to bring about change.

The personal information you provide will be kept confidential and will not be shared with those making decisions to appoint you to a role. If the recruiting manager needs to know information about your health or disability to make reasonable adjustments to the recruitment process, this would be discussed and agreed with you before the information is shared.

# Getting support if you have a disability

As part of your application, you can confirm if you consider yourself to have a disability. If you do, a [member of the recruitment team] will use your application to understand if you are eligible for the Disability Confident Scheme. What this means for interview selection is explained on [page 6](#_bookmark3) and a link to information about the Disability Confident Scheme is also provided in appendix 2. You won’t be asked for details about your health or disability until after you are offered the role.

You will also have the option to ask for reasonable adjustments to support you in completing your application or during interviews and assessments. For example, you may be given additional time during an interview or assessment.

If you ask for reasonable adjustments or support, a [member of the recruitment team] or recruiting manager will contact you to discuss your needs. We’ll handle these discussions privately and only share your information with your consent and when essential, such as when seeking advice from occupational health.

You will receive a response as soon as possible, and your request will be supported if reasonable.

# Making decisions

The recruiting manager will choose at least 1 other person to support them in making decisions during the recruitment process. This is often known as a “shortlisting panel” or “panel”. Those involved will understand the role being recruited or have other specialist knowledge that will help them make good decisions. They should be objective and have the skills and knowledge to ensure they can take part in the process in a fair way.

When the job advertisement deadline has passed, personal information about you, including your protected characteristics, will be removed from your application form before being sent to the panel. The panel will review every application. They will score each application by reviewing it against criteria that are outlined in the job description and person specification.

You will normally need to meet all the essential criteria to be shortlisted.

The scores from all panel members will be used to agree who will be invited to the next stage of the process.

# What to expect during interviews and assessments

If you are shortlisted for a role, you will be asked to attend an interview with the recruiting manager and panel to assess your skills and abilities. You might also be asked to complete a task or discuss agreed topics with a group, and you might meet other team members.

You will be told about any tasks or assessments before the day of the interview. You might be provided with detailed information about these beforehand. Sometimes this will be provided on the day. You’ll always be given time to prepare if needed.

Sometimes interviews and assessments are held online. If so, you will be provided with the information you need to attend.

Make sure you have everything you need to take part, and let the recruiting manager or [member of the recruitment team] know if you need support or do not have the correct equipment.

There will normally be time set aside for you to ask any questions you have about the role, team or department. If you would like to discuss opportunities for development this is a good time to ask. You can also discuss flexible working. You can request to work flexibly from your first day. Links to more information about flexible working can be found in [appendix 2](#_bookmark11).

# Deciding who will be offered the role

During the interviews and assessments, every panel member will complete their own scoring using pre-agreed criteria to ensure fairness and consistency.

When all the interviews have been completed, the panel will discuss their scores and answers to agree who will be offered the job.

You will hear back from the recruiting manager or a nominated person, who will inform you of the decision.

# Feedback

You can request feedback by contacting a [member of the recruitment team] or the recruiting manager if you would like to know more about why and how the decisions were made.

# Being offered a role

When you are offered a role, we want it to be as quick and easy as possible for you to start. Often, if you already work in the NHS, information will be transferred to help with this process.

To begin with, you will be offered the job subject to the satisfactory completion of pre-employment checks.

# Pre-employment checks

Pre-employment checks include:

* verification of identity check, including photo ID
* right to work in the UK
* occupational health assessment
* employment history and references
* Disclosure and Barring Service (DBS) check, if required
* proof of professional registration and qualifications, if required
* fit and proper person requirement, if required

You can read more about pre-employment checks by using the link provided in [appendix 2](#_bookmark11).

You will be asked to complete the necessary checks for the role. The checks will be started by using either an electronic identity checking system or at a face-to-face appointment. It can take time to wait for responses to the checks.

To help us process your application faster, ensure you reply promptly to all requests, providing as much information as possible and speaking to referees to let them know that they will be contacted to give a reference.

A [member of the recruitment team] or your new manager may contact you to discuss any feedback or questions related to your pre-employment checks.

# Declaring a conviction

If you have been convicted of a criminal offence, sometimes the Rehabilitation of Offenders Act 1974 allows you to regard the conviction as “spent” and to answer the question as though the offence had never happened.

If you are applying for a role that is eligible for a DBS Check, you will be asked to complete this check as part of the pre-employment check. Depending on the level of check requested, you may need to disclose spent convictions and cautions. The [DBS filtering guidance](https://www.gov.uk/government/publications/filtering-rules-for-criminal-record-check-certificates/new-filtering-rules-for-dbs-certificates-from-28-november-2020-onwards) provides information about this. The job description and person specification will state what level of check you will be asked to apply for.

If you need help to apply or to understand the pre-employment checks, including the documents involved, contact a [member of the recruitment team].

# Sponsoring you to work in the UK

If you do not already have the right to work in the UK, you will need to be sponsored to work under the skilled worker visa route set out by the UK immigration system. As part of the skilled worker route, certain roles in the NHS are eligible for the health and care visa, which has a lower application fee and is exempt from the immigration health surcharge.

However, not all roles are eligible for sponsorship, therefore a [member of the recruitment team] will check:

* the role is on the list of eligible occupations for a skilled worker visa or health and care visa
* your pay meets the minimum salary requirements for sponsorship
* you are eligible to be sponsored
* if there are any other route-specific requirements

They will liaise with you to check the sponsorship requirements are met. If they are, they will complete the sponsorship process to enable you to apply for your visa.

You can check the likelihood of obtaining a visa for the role you are applying for on the [GOV.UK website](https://gbr01.safelinks.protection.outlook.com/?url=https%3A//www.gov.uk/browse/visas-immigration&data=05%7C02%7Ct.manley%40nhs.net%7Cfe113ae4d0294ff64ba308dc02095118%7C37c354b285b047f5b22207b48d774ee3%7C0%7C0%7C638387486248421569%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=PyzowJ9%2B3F/S0AuN03%2Bo97%2BCpUw2d2p6jd9/iJ6VIps%3D&reserved=0).

# Flexible working

If you would like to request flexible working and haven’t discussed this during the recruitment process, speak to your new manager as soon as possible, as this might be possible from your first day. This will ensure there is time for options to be explored.

[Appendix](#_bookmark11) 2 provides links to a flexible working toolkit for individuals. A [member of the recruitment team] or a trade union representative can provide advice and support about flexible working and how to request it.

# Reasonable adjustments for your new role

During your pre-employment check, you should outline and discuss your health, and any disability and reasonable adjustments with occupational health. Doing this will ensure they provide the right advice to your manager to help them support you in your new role.

If you need reasonable adjustments for your new role, your new manager will meet with you to discuss how these will be provided.

You might already have reasonable adjustments in place in a previous role; you should discuss these as they could be

transferable. If you have a reasonable adjustment passport documenting the adjustments that have worked well for you, you can give this to your manager to help them understand and get the right advice.

If you are worried or need advice about reasonable adjustments, speak to a [member of the recruitment team], occupational health, or a trade union representative.

# Receiving a contract

Once the pre-employment checks have been completed, a [member of the recruitment team] will contact you to confirm that you are ready to arrange a start date with your new manager.

Once a start date is agreed, you will receive a contract of employment if you are to be employed on a permanent or fixed term contract. If you will be joining the staff bank, you will receive [a ‘bank or worker agreement’ or a ‘terms of engagement’ document]. This document will confirm that you will agree, as and when, with the organisation the hours or shifts you will work.

Check the contract to ensure the details are correct, and speak to a [member of the recruitment team] or your new manager if you have any questions or something isn’t right.

If you are moving from another NHS organisation or have previous roles in the NHS, you should speak to a [member of the recruitment team] to get advice about the elements of your contract that will continue in your new employment.

The [NHS Terms and Conditions of Service Handbook](https://www.nhsemployers.org/publications/tchandbook) provides full information in Section 12: Reckonable Service.

# Preparing to start your new role

Your new manager will contact you to welcome you to the team. They will arrange for you to attend induction training, meet new colleagues and receive information about your new role.

If you have worked in the NHS before and are transferring to a new organisation, you may be able to transfer your mandatory training and employment records. Speak to a [member of the recruitment team] for information about this.

You will need to attend corporate induction, which will include important training. Your new manager will also arrange training about your department and role.

To ensure you are ready to start your new role, you will receive essential items, including your new starter paperwork and an identification badge. You will also be given access to the systems you need to start your new role.

If you are a bank worker, you will attend a corporate and role-specific induction and onboarding when you first join the bank (if you have not already completed these) or from time to time as required. You will also have ongoing and regular clinical supervision where applicable.

# Resolving concerns

If you are unhappy about any part of the recruitment process, you should contact a [member of the recruitment team]. You might also wish to contact a trade union representative or a Freedom to Speak Up Guardian to get help and advice.

A [member of the recruitment team] will arrange to discuss your concerns in more depth.

# Appendix 1: The recruitment process

**Step 1.** Role design and workforce planning

 **Step 2.** Job description and person specification and job matching

 **Step 3.** Authorisation

**Step 4.** Planning and preparation

**Step 5.** Advertise and attract candidates to apply

 **Step 6.** Make shortlisting decisions

**Step 7.** Hold interviews and assessments

**Step 8.** Decide who to appoint

**Step 9.** Make a job offer

 **Step 10.** Complete pre-employment checks

 **Step 11.** Begin planning for agreed start date,

including discussing flexible working and reasonable adjustments if required

 **Step 12.** Induction of new starter

**Appendix 2: Further help and guidance**

### NHS Employers

NHS [Employment Check Standards 2023](https://www.nhsemployers.org/recruitment/employment-standards-and-regulation)

[NHS Terms and Conditions Handbook: Section 5: Recruitment](https://www.nhsemployers.org/publications/tchandbook#section-1-pay-structure-england-) [and Retention premia](https://www.nhsemployers.org/publications/tchandbook#section-1-pay-structure-england-), and [Section 31: Recruitment,](https://www.nhsemployers.org/publications/tchandbook#section-1-pay-structure-england-) [promotion and staff development](https://www.nhsemployers.org/publications/tchandbook#section-1-pay-structure-england-)

[Inclusive recruitment](https://www.nhsemployers.org/system/files/media/Inclusive-recruitment-leading-positive-change_0.pdf)

[Guidance on the use of artificial intelligence in applications](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.nhsemployers.org%2Farticles%2Fguidance-use-artificial-intelligence-candidate-applications&data=05%7C02%7Ct.manley%40nhs.net%7C835618cc790e41d2592f08dd93b942d2%7C37c354b285b047f5b22207b48d774ee3%7C0%7C0%7C638829146086514866%7CUnknown%7CTWFpbGZsb3d8eyJFbXB0eU1hcGkiOnRydWUsIlYiOiIwLjAuMDAwMCIsIlAiOiJXaW4zMiIsIkFOIjoiTWFpbCIsIldUIjoyfQ%3D%3D%7C0%7C%7C%7C&sdata=Rsp2ipH1QfqXvEQcXg15K0WVQa7q%2BCaDrNwtlAXNbCA%3D&reserved=0)

[NHS Job Evaluation Scheme](https://www.nhsemployers.org/topics/pay-pensions-and-reward/job-evaluation)

[Widening participation](https://www.nhsemployers.org/recruitment/widening-participation)

[Recruitment and workforce supply](https://www.nhsemployers.org/recruitment)

[Guidance for the employment of medical and dental consultants](https://www.nhsemployers.org/articles/guidance-employment-medical-and-dental-consultants)

[Specialty and specialist doctors (SAS)](https://www.nhsemployers.org/sas)

### Fit and Proper Persons test (NHS England)

[A Summary of the Fit and Proper Persons Test](https://www.nhsemployers.org/publications/summary-nhs-englands-fit-and-proper-person-test-framework) [Framework](https://www.nhsemployers.org/publications/summary-nhs-englands-fit-and-proper-person-test-framework)

 [Fit and Proper Person Test](https://www.england.nhs.uk/publication/nhs-england-fit-and-proper-person-test-framework-for-board-members/) [Framework for board members](https://www.england.nhs.uk/publication/nhs-england-fit-and-proper-person-test-framework-for-board-members/)

### Values based recruitment

[Values Based Recruitment Framework](https://www.hee.nhs.uk/sites/default/files/documents/VBR_Framework%20March%202016.pdf) (NHS England)

[Information about values based recruitment](https://www.nhsemployers.org/articles/values-based-recruitment) (NHS Employers)

### International recruitment

[Immigration guidance (Home Office](https://www.gov.uk/government/publications/uk-points-based-immigration-system-employer-information/the-uks-points-based-immigration-system-an-introduction-for-employers#skilled-worker-route))

[Checking the likelihood of obtaining a visa (GOV.UK](https://gbr01.safelinks.protection.outlook.com/?url=https%3A//www.gov.uk/browse/visas-immigration&data=05%7C02%7Ct.manley%40nhs.net%7Cfe113ae4d0294ff64ba308dc02095118%7C37c354b285b047f5b22207b48d774ee3%7C0%7C0%7C638387486248421569%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=PyzowJ9%2B3F/S0AuN03%2Bo97%2BCpUw2d2p6jd9/iJ6VIps%3D&reserved=0))

### Reasonable adjustments

[Disability Confident Scheme](https://www.gov.uk/government/collections/disability-confident-campaign)

[Accessing disability support a toolkit for health professionals and](https://diversityandability.com/nhs-toolkit/) [learners (Diversity and Ability](https://diversityandability.com/nhs-toolkit/))

[Reasonable adjustments: a legal duty](https://www.gov.uk/government/publications/reasonable-adjustments-a-legal-duty/reasonable-adjustments-a-legal-duty) (GOV.UK)

[Making workplace adjustments to support disabled staff (NHS](https://www.nhsemployers.org/publications/making-workplace-adjustments-support-disabled-staff) [Employers](https://www.nhsemployers.org/publications/making-workplace-adjustments-support-disabled-staff))

### Further guidance for managers

[The expectations of line managers in relation to people management](https://www.england.nhs.uk/long-read/the-expectations-of-line-managers-in-relation-to-people-management/)  [(NHS England](https://www.england.nhs.uk/long-read/the-expectations-of-line-managers-in-relation-to-people-management/))

### [Flexible working](https://www.nhsemployers.org/staff-experience/flexible-working)

[Flexible working toolkit for individuals (NHS England](https://www.england.nhs.uk/publication/flexible-working-toolkit-for-individuals-and-line-managers/))

[Flexible working toolkit for line managers (NHS England](https://www.england.nhs.uk/wp-content/uploads/2022/06/flexible-working-toolkit-for-line-managers-v1.2.pdf))

**Other useful guidance**

[Disclosure and Barring Service (GOV.UK](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.gov.uk%2Fgovernment%2Forganisations%2Fdisclosure-and-barring-service&data=05%7C02%7Ct.manley%40nhs.net%7C7c8f646f9bc242ce689508dd2e6da7e0%7C37c354b285b047f5b22207b48d774ee3%7C0%7C1%7C638717772750537776%7CUnknown%7CTWFpbGZsb3d8eyJFbXB0eU1hcGkiOnRydWUsIlYiOiIwLjAuMDAwMCIsIlAiOiJXaW4zMiIsIkFOIjoiTWFpbCIsIldUIjoyfQ%3D%3D%7C0%7C%7C%7C&sdata=IkDz6zybNIZajw2DxoMj3OI09CPHeNXfZuwDhAXBfeM%3D&reserved=0))

[NHS Counter Fraud Authority: Start an online report](https://cfa.nhs.uk/report-fraud/starting-an-online-report)

# Appendix 3: How will we know this policy is effective?

We will monitor the effectiveness of this policy by collecting information to help us understand the impact it’s having. Monitoring will be completed in partnership with trade union colleagues and will be included in published annual statutory public sector duty reports. The following table sets out how we will monitor this policy.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **What element****of this policy will be monitored?** | **What is the method or information source****for monitoring?** | **Who will lead the monitoring?** | **When will the information be reviewed? Who will do this?** | **What are the arrangements for responding to issues and tracking delivery of planned actions?** |
| Reasonable adjustments | How many requests are made each year, and how many are agreed or declined and why? Feedback from individuals and trade unions to recruitment team and [member of the recruitment team]. | [Insert information about who will lead the monitoring.] | [This could be annually, monthly or quarterly. Managed by [insert name of group] and overseen by the board.] | [Include details of who and how this will be reviewed and discussed.] |
| Equal opportunities and diverse and inclusive recruitment process | Viewed, applied, shortlisted, appointed data analysed by equality demographics, band and staff group. | [Insert information about who will lead the monitoring.] | [This could be annually, monthly or quarterly. Managed by [insert name of group] and overseen by the board.] | [Include details of who and how this will be reviewed and discussed.] |
| Guaranteed interview schemes | How many candidates are given a guaranteed interview – and why? What % of these candidates are offered the role? | [Insert information about who will lead the monitoring.] | [This could be annually, monthly or quarterly. Managed by [insert name of group] and overseen by the board.] | [Include details of who and how this will be reviewed and discussed.] |
| All elements of this policy | How many complaints are made each year, and what are the themes? What has changed as a result? | [Insert information about who will lead the monitoring.] | [This could be annually, monthly or quarterly. Managed by [insert name of group] and overseen by the board.] | [Include details of who and how this will be reviewed and discussed.] |
| Flexible working | How many new employees begin with flexible working arrangements in place? How many requests are made during the recruitment process are agreed or declined? How many adverts explain flexible working opportunities? | [Insert information about who will lead the monitoring.] | [This could be annually, monthly or quarterly. Managed by [insert name of group] and overseen by the board.] | [Include details of who and how this will be reviewed and discussed.] |

# Guidance

# Appendix 4: Guidance for recruiting managers

# Role design

The recruitment process should begin after the role has been considered against the workforce plan and budget. This will ensure it supports future operational and financial plans. You should consider if the role is needed and think about ways the role could be done differently to make improvements for the postholder and service.

You should also consider if flexible working could help the service, patients, users and the individuals in your team(s). Use the [Flexible](https://www.england.nhs.uk/publication/flexible-working-toolkit-for-individuals-and-line-managers/) [working toolkit](https://www.england.nhs.uk/publication/flexible-working-toolkit-for-individuals-and-line-managers/) for line managers to help you review the role with this in mind.

If you decide that the role should be for a fixed-term period, you should get advice from a [member of the recruitment team] to ensure you fully understand the implications.

#  Developing talent and succession planning

During your review of the role, consider how promotions or development opportunities could increase engagement and retention within the team.

If colleagues within your team have been completing a formal development programme or qualification to gain the experience and knowledge needed for a role, you may wish to advertise internally only in the first instance.

If someone is temporarily employed in a role, seek advice from a [member of the recruitment team] to understand whether the permanent role should be offered to that individual or whether it should be advertised, and the individual should be notified of the need to re-apply.

##

## Job evaluation

Job descriptions set out the tasks, duties and responsibilities of the role. The person specification outlines the skills, knowledge, behaviours, attributes, competencies and abilities needed.

When planning recruitment, you should review the job description and person specification to ensure they reflect the role and are in an up-to-date format [insert where this can be found]. Make sure that all criteria are realistic and relevant for the role and does not directly or indirectly discriminate. A [member of the recruitment team] can provide advice if needed.

If a role is new or amended, the job description and person specification must be formally assessed under the NHS job evaluation scheme. This is also known as job matching.

The outcome of this process is that a formal pay band will be given to the role. More information about the NHS job evaluation scheme can be found in [appendix 2](#_bookmark11).

Job descriptions can become focused on the information required for job matching. However, it’s important to remember that candidates use job descriptions to understand the role, team and expectations, particularly if they haven’t worked in the NHS before, so it’s important that they are simple and easy to understand.

## Reasonable adjustments

You may be asked to make reasonable adjustments at any stage of the process if someone considers they are disabled and needs help or support to make their application or to attend an interview or assessment.

You should consider how accessible your advertising, application and selection processes are. This should include thinking about what is necessary and how the recruitment process might feel for candidates.

You should always think about whether the process unintentionally prevents some people from applying or performing to the best of their ability.

Removing these potential barriers will mean you can reach a wider pool of talent and increase fairness. It could also mean fewer candidates will request reasonable adjustments as their needs have already been met.

A [member of the recruitment team] can help you consider your process to ensure it’s accessible. They will also support you if you are asked to make reasonable adjustments.

## Positive action

During recruitment, information is collected confidentially from candidates. It can help us understand how successful the processes are at attracting and recruiting people from diverse and disadvantaged backgrounds.

We use this information to develop plans to eliminate disadvantage and increase participation in recruitment. In practical terms, this could include taking steps to target a wider audience, ensuring more people see adverts and apply.

If the changes are successful, this will be seen in future recruitment data; it can result in a wider talent pool and level the playing field for many applicants.

Our goal is that more people from specific groups will be employed in roles where they were previously underrepresented. This will result in new skills and abilities in the workforce.

Therefore, positive action is a way to actively improve equality and diversity.

## Authorisation

Every recruitment process should be formally authorised after job matching has been completed. This will include financial sign-off. A [member of the recruitment team] will support you to complete this process.

## Planning and preparation

Planning and preparation are essential to ensure the process is effective, relevant, fair, consistent and meets legal requirements.

Your preparation should include:

* scheduling time and meetings to prepare and take action for each part of the process
* communicating and meeting with those supporting you, to ensure they understand the process, their roles and responsibilities, and the timeline and goals
* using the job description and person specification to develop the criteria you will use to make decisions
* considering what types of interviews and assessments you will use, including when, where and how they will take place
* considering if any additional people should be involved in the process, for example, colleagues that work closely with the role or individuals from patient and public groups
* scheduling time to engage with the candidates during the process to answer questions
* onboarding and preparing for the candidate to start work, including essential practical preparations and planning

## Roles that are difficult to fill

If a role has been difficult to recruit in the past, seek advice as early as possible.

It’s helpful to consider why recruitment has not been successful and at what stage the difficulties took place. This will help identify what could be done to improve future results.

[Section 5 of the NHS Terms and Conditions](https://www.nhsemployers.org/publications/tchandbook#section-1-pay-structure-england-) sets out how you might offer a Recruitment and Retention Payment (RRP) to some roles.

A [member of the recruitment team] can provide advice about the options available, including how external organisations could support you and the process. Using external support or bespoke processes will not remove the need to advertise internally, and any organisation working with you must work in line with this policy.

You should ensure that you understand the cost, contractual and employment implications of any additional support you agree to before you make any decisions or sign agreements.

## International recruitment

For roles that are difficult to recruit, international recruitment can be a useful option. It’s vital that your processes meet ethical and legal obligations and follow the [NHS employers code of practice](https://www.nhsemployers.org/articles/code-practice-international-recruitment-march-2023). There are additional costs and requirements, such as visas, language tests and transfer of qualifications. A [member of the recruitment team] will be able to advise you about these requirements.

In addition, it’s important to plan for the time it takes to recruit internationally and how you will support individuals to settle into their new role and life in the UK.

The [International recruitment toolkit](https://www.nhsemployers.org/system/files/2024-12/NHS%20International%20recruitment%20toolkit%20%2802.12.24%29.pdf) is a helpful resource to support your approach to overseas recruitment.

## Choosing who to support you

Selecting the right people to support you in making decisions during the recruitment process is important.

You should run your shortlisting, interviews and assessments with the support of at least 1 other person. Normally, the same people will support you throughout the process. This is often known as a “panel”.

Your panel should include people with relevant professional or work experience and be representative of people from diverse and disadvantaged backgrounds where possible. They should be objective and have the skills and knowledge to ensure they can participate in a fair way.

Everyone involved in the recruitment process should understand the principles of equality and unconscious bias in the context of recruitment. [Organisation to insert information about the required training].

You might also choose to have a specific equality, diversity and inclusion advisor who can support the panel.

A [member of the recruitment team] will provide advice and guidance about this.

 **Friends and family**

If you or someone on the panel is notified that a relation, friend or partner has applied for the role, you should notify a [member of the recruitment team].

To avoid any bias, the person should withdraw from the panel and someone else will need to take their place.

## Advertising internally

If you decide to advertise internally after seeking advice from a [member of the recruitment team], this will normally be for 2 weeks. This will ensure transparency and provide everyone with opportunities for career development.

A list of vacancies should be made available to colleagues who are:

* on leave associated with caring for others (such as maternity, parental, paternity, adoption, shared parental leave, carers and bereavement) and long term sickness
* in a redeployment pool, this could be either due to organisational change or for health reasons

## Advertising externally

Usually, you will be required to advertise externally for at least 1 week and normally until the published closing date. This includes advertising on the NHS Jobs website. You should discuss and agree the length of time you will advertise when you plan your process, using advice from a [member of the recruitment team].

[External advertisements will be posted on the organisation’s website and on social or other media to reach a wider audience.]

Sometimes, you may aim to reach specific groups to support equality of access and to widen opportunities for everyone to apply.

You might also choose to advertise using additional media, for example, professional or specialist websites. You should ensure this is cost-effective and authorised in advance.

## Closing advertisements early

In some circumstances, a high number of applications may be received, and it can be tempting to close the advertisement early.

It’s important to remember that quantity doesn’t always mean quality; many people will work to the closing date and may miss a vacancy that closes early.

Therefore, advertisements should normally remain open for at least 1 week and until the published closing date.

## Opting not to advertise

In specific circumstances, it might not be appropriate to advertise a role to everyone.

This decision will be taken in very specific circumstances that may include organisational change and will involve informing a specific pool of people or an individual who is retiring and returning.

In such circumstances a closed advertisement will be used and access to the vacancy will be given to an individual or a group that has been agreed in advance.

## Advertising bank shifts

The process outlined above for advertising does not apply to advertising bank shifts.

## Writing an effective advert

Spending time writing your advert will ensure it attracts the right candidates to apply. It should aim to connect with the candidates’ values and should use inclusive, simple and supportive language. Adverts should highlight your approach to flexible working, where this is possible, to appeal to a wide audience with diverse needs.

Adverts should provide information about:

* the organisation and its values and culture
* the department and team
* the hours, pay and pay band or grade
* what is interesting or unique about the role, including the key challenges and outcomes
* what support and development opportunities are available
* the opportunities for flexible working
* the organisation’s commitment to equality and diversity (EDI) principles
* how they can arrange to discuss the role
* how to apply
* the closing date

It’s helpful and supportive to encourage informal visits or telephone calls to help candidates find out more, ask questions and build a deeper interest in the role.

A [member of the recruitment team] can help you write your advertisement, ensuring it is appealing and compelling while being accessible and compliant with legal requirements.

## Working with partners

Partnership schemes and programmes are a fantastic way to source suitable candidates.

A [member of the recruitment team] can work with government departments and charitable and private sector organisations to help individuals into work and help organisations access suitable candidates.

Individuals who are employed through these programmes or initiatives can sometimes access support, including training, during the early part of their employment.

A [member of the recruitment team] will advise you about the process and how to ensure you get the best outcomes.

## Applying

Candidates will usually apply for internal and external roles using the NHS Jobs or other applicant tracking systems and will normally complete a digital application form.

The application form can include filter questions, and you can choose these from a pre-written list. For further information about this, speak to a [member of the recruitment team].

Any additional questions should always be relevant and based on the essential points in the job description and person specification.

Not everyone is able to complete an application form. If a candidate contacts you about this, you should speak to a [member of the recruitment team] for advice and guidance.

It’s important to note that while using a different process might feel unfair at first, ensuring everyone has an equal opportunity to apply

is what’s most important. See the [section on positive action](#_bookmark13) for more information.

## Longlisting

Longlisting is an optional process that allows you to sort applications, usually to reduce the number of applications that need to be shortlisted. Sometimes this can be done while the vacancy is still open.

Normally, specific additional questions are used to filter the applications methodically. For example, you may remove everyone who does not have the required professional registration.

## Shortlisting

Once the job advertisement deadline has passed, personal information about the applicants will be removed from the application. To ensure decisions link to the job description and person specification, each panel member should score the application against the agreed criteria and record their scores and reason.

You should use the scores and notes from all panel members to decide which candidates are to be invited to attend an interview or an assessment.

Always keep a record of all notes in line with retention and data policies. The notes should include the reasons for your decisions for future reference.

If you aren’t able to shortlist any candidates, you should discuss alternative approaches to sourcing candidates with a [member of the recruitment team].

## Inviting candidates

A [member of the recruitment team] will contact all shortlisted candidates to provide them with information about the next stage of the process. This will include as much information as possible about the interview and any assessment they will be asked to complete. Candidates should be given as much notice as possible to help them prepare, ask questions and request reasonable adjustments.

You may be advised by a [member of the recruitment team] that 1 or more candidates from a “redeployment pool” should be included in the interview and assessment.

## Guaranteeing an interview

A [member of the recruitment team] will make you aware of candidates who are eligible to be guaranteed an interview or assessment after the shortlisting has been completed.

They can help you review these applications against the job description and person specification to understand if the candidates meet the essential criteria.

If you don’t believe the candidate meets the essential requirements, they will be informed of this in writing.

If a candidate believes they do meet the essential requirements, they will be asked to outline the reasons in writing. In this situation the [member of the recruitment team] will discuss this with you and agree appropriate actions. This should be resolved as soon as possible and before any interviews or assessments take place if practical.

## Disability Confident Scheme

If a candidate indicates they have a disability on their application and they meet the essential requirements of the role, they will be guaranteed an interview or assessment and should be shortlisted.

## Armed Forces Covenant Pledge

Candidates who are members of the armed forces or a veterans will be guaranteed an interview or assessment if they meet the essential requirements of the role. This also applies if the essential requirements can be fulfilled with a short period of on-the-job training. Such candidates should be shortlisted.

## Care Leavers

If a candidate indicates they are a care leaver, have any experience of being in care, or of being within the care system on their application, and they meet the essential requirements of the role, they will be guaranteed an interview or assessment and should be shortlisted.

## Interviews and assessments

You could use many types of interviews and assessment to understand the suitability of your candidates. Get advice from a [member of the recruitment team] about suitable options.

It’s recommended that you use more than 1 method to measure the candidates’ skills, knowledge and values. Use the job description and person specification to ensure the methods are relevant and assess the key parts of the role.

[Appendix](#_bookmark12) 2 provides links to information about using values-based recruitment as part of your assessments.

Spend time planning the day, the tasks and how they are scored. This will ensure the event is effective, everyone is clear about the processes, and the outcomes are fair and consistent.

Before interviews and assessments take place, you should meet with the panel to discuss the requirements and how they are being assessed.

This will include agreeing on interview questions, how the assessments will be managed and how the scoring will work. This will ensure the scoring is consistent and unbiased and is based on the evidence and behaviours seen during the assessments.

## Notes and records

Notes are an important record of the key points made by the candidate during an interview or assessment.

Each person on the panel should take their own notes independently, without conferring with other panel members. The notes should record an outline of the answers and comments from the panel member.

Notes should be used as a reference when scoring, during discussions and when making decisions about who will be offered the role.

The notes made throughout the recruitment process should be given to a [member of the recruitment team] when the process is complete. The notes will be kept for at least 6 months and will be reviewed and used as evidence if there is a complaint about the process or the decisions made.

## Creating the right environment

When planning your interviews and assessments, think about how to get the best from the candidates. Stressful or formal conditions are likely to cause additional anxiety and can sometimes lead to unnatural behaviour or can negatively impact performance.

## Candidate experience

When a candidate attends an interview or assessment, it’s their opportunity to consider if the role and organisation are right for them.

Consider how to provide the best experience. This could include tours, meeting the team and giving time to discuss the role and the organisation.

At a minimum, you should always allow time for questions and discussion, including about opportunities for development and flexible working.

## Reasonable adjustments

All candidates will be asked if there is any support, including reasonable adjustments, which will help them to fully take part in the interviews and assessments.

If you receive a request for reasonable adjustments, you should consider the request and let the candidate know what you can do to support it.

At this point, you should get advice from a [member of the recruitment team].

Examples of adjustments might include:

* providing a British Sign Language (BSL) interpreter
* assistance if the test is on a computer, such as providing a larger screen, software or a person to read for the candidate
* more time to complete assessments

This list is not exhaustive, and it’s important to listen to the candidate about what support they need.

## Deciding who to appoint

Each person involved in the interview and assessment(s) should independently score the candidates, using the agreed process and their own notes.

Independent scoring should always take place before holding discussions to decide who to appoint.

As the recruiting manager, you should ensure a full discussion takes place. This should involve looking at scores and hearing everyone’s views about each candidate before you reach your final decision on who should be offered the role.

You should ask for help and advice from a [member of the recruitment team] if you are finding it difficult to reach an agreement or where candidates score the same.

## Sponsoring migrant workers

After you have decided who you would like to appoint, a [member of the recruitment or HR team] will advise if the successful candidate requires sponsorship to work in the UK.

Sponsorship is provided under the skilled worker route set out by the UK immigration system and allows candidates to apply for a visa.

To sponsor a worker a [member of the recruitment team] will:

* check the role is on the list of eligible occupations for a skilled worker visa (or health and care visa, which is a special subcategory of the skilled worker route for healthcare professionals)
* ensure the minimum salary requirements for that occupation is met
* check the candidate is eligible to be sponsored
* meet any other route-specific requirements, for example, professional registration

Before making an offer to the candidate a [member of the recruitment team] will confirm whether sponsorship is possible.

## Offering a job

Make a verbal offer to your preferred candidate as soon as possible after you have made your decision. You should be clear that this is a conditional offer that will be confirmed following successful completion of pre-employment checks.

You should not make an offer of employment if you do not have evidence to show that the candidate demonstrated their skills, values and competencies in line with the essential criteria in the job description and person specification.

You should provide information about what will happen next and begin to think about a start date, which will depend on the candidate’s notice to their current employer and the time taken to complete pre-employment checks.

Once the decision has been communicated to all candidates, you should send all notes and records to the [member of the recruitment team].

They will send a written offer of employment to the candidate outlining the next steps.

## Unsuccessful candidates

Unsuccessful candidates should also be informed about the outcome as soon as possible. These conversations should be handled sensitively, providing clear information about the decision.

If you do not consider any of the candidates to be appointable, you should discuss the options with a [member of the recruitment team].

## Giving feedback to candidates

## If you are asked to provide detailed feedback to a candidate about their performance in an interview and assessment, a [member of the recruitment team] can support you in preparing an objective overview to use during the conversation if you would find this helpful. You should agree this feedback with the panel members before discussing it with the candidate.

## Salary offers

The following documents set out how people in the NHS should be paid and how they should progress through the pay band or scale

* [NHS Terms and Conditions section 2: Pay structure](https://www.nhsemployers.org/publications/tchandbook#section-1-pay-structure-england-)
* [guidance on very senior managers pay](https://www.england.nhs.uk/publication/guidance-on-pay-for-very-senior-managers/)
* [the consultants’ contract](https://www.nhsemployers.org/articles/guidance-employment-medical-and-dental-consultants)
* [pay circulars for medical staff](https://www.nhsemployers.org/articles/pay-and-conditions-circulars-medical-and-dental-staff)

Follow these guidelines:

* you should normally make salary offers at the first point on the advertised pay band or grade
* if the individual is transferring from another NHS role onto the same pay band or grade, they should be paid on the same pay point
* if the individual is being promoted to a role on a higher band, they will normally be paid on the first point of the new pay band or grade
* get advice from a [member of the recruitment team] about making salary offers before you make an offer to a candidate
* if you believe the candidate has experience or skills gained outside of the NHS, that mean they should be appointed above the first point on the pay band or grade, you should discuss this with a [member of the recruitment team]

## Joining the bank

If the individual is joining the bank, a “bank or worker agreement” or “terms of engagement” will be provided to the individual rather than an offer of employment. This will set out the information the individual needs about working on the bank.

A [member of the recruitment team] within temporary staffing will provide advice to you and the individual about the bank or worker agreement or terms of engagement.

## Offer refusals

If the first-place candidate does not accept the offer or withdraws when pre-employment checks are being completed, you may wish to consider offering the role to the second-place candidate if they were appointable.

## Additional vacancies

If a role with the same job description and contractual terms becomes vacant within 6 months of the interview or assessment, you could re-approach appointable candidates without re-advertising the role.

However, you must first get authorisation to recruit and consider those candidates on a “redeployment register”’.

## Pre-employment checks

A [member of the recruitment team] is responsible for undertaking suitable pre-employment checks in accordance with the [NHS employers employment checks standards.](https://www.nhsemployers.org/recruitment/employment-standards-and-regulation) The checks include:

* verification of identity check, including photo ID
* right to work in the UK
* occupational health assessment
* employment history and references
* Disclosure and Barring Service (DBS), if required
* proof of professional registration and qualifications, if required
* fit and proper person requirement, as required

There may also be other specific checks completed for some roles, a [member of the recruitment team] will advise on what checks will be completed.

If you are recruiting to a role that is listed in the Exceptions Order of the Rehabilitation of Offenders Act or the Police Act Regulations as being eligible for a standard or enhanced disclosure through the DBS, the successful candidate will also be asked to complete

a declaration form. This check will help assess their suitability and character for a role.

The candidate will be asked to provide their identity and Right to Work (RTW) documents by either completing a remote check

using certified digital identity document validation technology or by attending an in-person meeting with a [member of the recruitment team].

If digital identity checks have taken place, this will be followed with an in-person check to verify and record original documents or

ensure that the person is a true likeness of the image in the identity document. This should be completed when the individual starts their job, during their induction or other type of training, whichever is sooner.

A [member of the recruitment team] will ensure satisfactory completion of all the pre-employment checks before confirming to you and the candidate that the checks are completed.

You can then agree a start date. Ensure you communicate this to a [member of the recruitment team] who will confirm the offer by sending a contract of employment to the new employee. If the role is to be worked on the bank [a ‘bank agreement’ or ‘terms of engagement’] will be sent.

## Checks for internal candidates

If an internal candidate is offered a role, a [member of the recruitment team] will review the suitability of the checks on file against those required for the new role.

They will ensure any additional checks that are required or need to be renewed are completed. They will ensure checks are not repeated unnecessarily.

You should get advice from a [member of the recruitment team] about how to proceed if you are not satisfied with the outcomes of the checks for internal candidates.

## Incorrect information

Offers of employment are based on the information provided by the candidate during the recruitment process, including pre-employment checks.

If you believe a candidate has provided false information and this has led to them being offered a role, an investigation will normally occur. You should speak to a [member of the recruitment team] for advice and guidance.

You may also decide to discuss this with your local counter fraud specialist directly or via the [NHS confidential fraud hotline](https://cfa.nhs.uk/report-fraud/starting-an-online-report), which allows anonymous calls if necessary.

## Withdrawing an offer

Every offer is made based on the completion of satisfactory pre-employment checks. Therefore, if the information provided by any of the pre-employment checks is not satisfactory, you may need to withdraw the offer.

Seek advice from a [member of the recruitment team] to ensure you consider issues of discrimination and make an informed decision based on all the evidence gathered during the recruitment process.

Before withdrawing the offer, speak to the candidate to allow them to explain, clarify or provide more information.

## If a candidate does not respond

If the candidate doesn’t respond within a reasonable time after requests for information to complete the pre-employment checks, a [member of the recruitment team] will advise you about next steps, including withdrawing an offer.

## Onboarding

As soon as you have decided who to appoint to the role, begin planning how you will provide your new employee, or bank worker, with support, training and information.

Onboarding should include a corporate and department induction. This should help them understand the organisation and their role and begin introducing them to the team as soon as possible.

If they have worked in the NHS before and are transferring to the organisation, they may be able to transfer their mandatory training and employment records.

Planning and organising key resources, such as computer equipment, IT accounts and security access, is important as these can take time to request and set up.

Ensure you understand how the new starter forms will be completed to make sure your new colleague is paid correctly.

Speak to a [member of the recruitment team] for more guidance on onboarding.

## Flexible working

Having conversations about flexible working during interviews, or when offering someone a role, will encourage openness and can help promote and support flexible working.

If you do agree flexible working during the recruitment process, the agreements you make will be built into the offer and formalised if they affect the contract of employment.

[Appendix 2](#_bookmark11) provides links to guidance about flexible working. Speak to a [member of the recruitment team] for further advice about the flexible working policy.

## Reasonable adjustments

You might have discussed reasonable adjustments to support a candidate in their new role during the recruitment process. Alternatively, recommendations could come as an outcome of the occupational health pre-employment check.

It’s important that reasonable adjustments are carefully considered and supported where possible.

Some individuals will have a “reasonable adjustments passport” either from or outside the NHS. This document sets out both the support required and what is already in place. It’s essential to discuss this with the individual to understand what might be relevant and transferable to their new role.

Meeting with the candidate to discuss the required reasonable adjustments will help you understand their needs and how to support them effectively. Get advice from occupational health and a [member of the recruitment team] to ensure the reasonable adjustments provide the support needed. It can take time to access financial funding, if needed, and put reasonable adjustments in place. It’s therefore important to factor this into your plans for a start date.

It’s helpful to agree a date to review the reasonable adjustments within the first weeks of employment to ensure they are working well.

Review these adjustments on an ongoing basis, as needs may change over time.

## Resolving complaints

If a candidate has a complaint about the recruitment process, they will usually be asked to provide details about the complaint to a [member of the recruitment team] as soon as possible after the event. However, if they feel unable to do this, they can speak to a trade union representative or a Freedom to Speak Up Guardian for help and advice

The [member of the recruitment team] will acknowledge the complaint and discuss with you to determine what action should be taken.

Usually, a meeting with the candidate will be arranged as soon as possible after the complaint is received to discuss their views and to understand any learning or actions that should take place.

All complaints should be responded to as soon as possible.

## Secondments

A secondment is an agreed temporary transfer of an employee to another role, service or organisation for a specific purpose and timeframe.

Secondments can be internal (where someone transfers to a role within their current organisation) or external (to a role in a different organisation within the NHS or sometimes outside of the NHS).

This policy should be used to recruit to secondments. Use [the organisation’s policy and guidance for secondments] for more information about agreeing a secondment.

## Recruiting to senior roles

A variety of relevant search, interview and assessment methods should be used to recruit executive and non-executive board members, senior managers, consultants and clinical directors. Often additional methods, such as using stakeholder panels and groups, are used to gain views from a variety of individuals from both across and outside the organisation. There may be additional requirements, [organisation to indicate these, for example, if it is not a foundation trust] - ask a [member of the recruitment team] for guidance.

Once a decision has been made, the correct pay and contractual documentation should be used. Speak to a [member of the recruitment team] to get advice about this.

We are committed to ensuring that recruitment to senior roles is done through a robust and thorough process, often including an additional pre-employment check (the Fit and Proper Person Test).

## The Fit and Proper Person Test

The suitability of a candidate to complete the duties of executive and non-executive board members is assessed via the Fit and Proper Person Test (FPPT).

[Confirm if the organisation extends the FPPT assessment to other employees, for example, individuals who regularly attend board meetings or have influence on board decisions.]

Therefore, all new appointments to the role of board member must demonstrate they have met the FPPT requirements as detailed in the [NHS England guidance](https://www.england.nhs.uk/publication/nhs-england-fit-and-proper-person-test-framework-for-board-members/).