RECRUITMENT AND SELECTION POLICY AND PROCEDURE

Summary

This policy sets out standards that facilitate effective recruitment and selection, comply with employment legislation and best practice, and contribute to effective risk management. The policy applies to the recruitment of all new staff members and bank workers.

This policy is supported by a Recruitment and Selection Procedure document which details the responsibilities and expectations of both Recruiting Managers and Human Resources at each stage of the recruitment and selection process.

This policy and procedure should be read in conjunction with the 'Employment Checks Policy and Procedure', 'Employee Records Policy and Procedure' and the 'Anti-Fraud, Bribery and Corruption Policy and Procedure'.

CONTENTS   Page

1.   INTRODUCTION AND POLICY STATEMENT

1.1   The recruitment and retention of good healthcare professionals is vital to quality patient care. It also positively impacts on the organisation's productivity. It is therefore important that the Trust recruits and selects the right number of people, with the right skills and attitudes at the right time. The recruitment and selection policy and procedure support these principles.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

1.2 The Trust believes in providing equity in its services, in treating people fairly with respect and dignity and in valuing diversity both as a provider of cancer and community health services and as an employer. These principles will be applied in the application of this policy and procedure.

1.3 The Trust also recognises that to attract, develop and retain high calibre staff, the diversity of the workforce must be respected and valued. Selection in all cases will be objective and based on merit and the individual's ability to perform the job at the required standard. Appropriate procedures will be put in place and followed, to ensure that unfair discrimination does not occur.

The Trust will aim to ensure that no staff member or prospective staff member is discriminated against, either directly or indirectly, on grounds which include:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation
- Other conditions/requirements which cannot be justified and which cause disadvantage

1.4 Disability Confident

The Trust is a disability confident employer. The Trust commits to interview all disabled candidates who meet the minimum criteria for a job vacancy and to consider them on ability.

2. PURPOSE AND SCOPE

2.1 The purpose of the policy and procedure is to set standards for recruitment and selection that support the policy statement and high quality patient care, comply with employment legislation and best practice, and contribute to effective risk management.

2.2 The Trust believes that it is important to clarify the responsibilities and expectations of both Recruiting Managers and Human Resources at each stage of the recruitment and selection process. This will help to reduce ambiguity and ensure that the recruitment cycle is as short as possible. Therefore, indicative timescales for completion of actions at each stage of the procedure have been included.

2.3 This policy applies to the recruitment of all new staff members and bank workers.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

Page 2 of 19

3. GENERAL PRINCIPLES

3.1 The Trust recognises the importance of good recruitment and selection decisions. If time is invested at this stage it is more likely that the right people with the right skills and attitudes will be appointed. High turnover, performance and conduct problems will also be considerably reduced.

3.2 This policy and procedure promotes high professional standards of recruitment that are cost effective and contribute to the objectives of the Trust.

3.3 Fit and Proper Persons Test

The Trust is required to ensure that it does not appoint a person to an executive director level post or to a non-executive director post unless they:

- Are of good character;
- Have the necessary qualifications, skills and experience;
- Are able to perform the work that they are employed for after reasonable adjustments are made;
- Can supply information as set out in Schedule 3 of the FPPT Regulations.

3.4 The Trust will ensure managers with responsibility for recruitment and selection receive appropriate training in:

- recruitment and selection techniques
- application of the recruitment and selection policy and procedure
- equality and diversity

4. ROLES AND RESPONSIBILITIES

4.1 Responsibilities of line managers:

- Recruitment is an integral part of every manager's job. Prime responsibility for selecting candidates of the right calibre rests with the line manager, who must set the required standards of qualifications, skills and experience.

- Managers should review the need for a post as soon as a staff member gives notice of their intention to resign. If the post is needed they should ensure that they start the recruitment process in a timely manner e.g. gain authorisation to recuit through vacancy approval as soon as possible. This is to ensure continuity of service and reduce the need for tempoary staff.

- Where it has not been possible to recruit to a post advice should be sought from HR Business Partner before a post is readvertised.

- Managers are responsible for ensuring they adhere to the principles of the Trust's recruitment and selection policy and procedure, employment checks policy, professional registration policy and the Trust's Equality and Diversity Policy.

- Managers are expected to comply with the timelines contained in the procedure.

- Managers are responsible for ensuring new staff members receive corporate and local induction in accordance with agreed Trust Key Performance Indicators.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

Page 3 of 19

4.2 Responsibilities of Human Resources

- Providing advice on best practice in recruitment and selection techniques e.g. how to attract and select suitable candidates particuarly in skill shortage areas, taking account of any relevant employment legislation.

- Providing training and advice at each stage of the process e.g. preparation of job description and person specification, advertisement, shortlisting and selecting.

- Complying with the timelines contained in the procedure.

5. REVIEWING POSTS AS THEY BECOME VACANT

5.1 Managers are responsible for reviewing the need for a post when it becomes vacant, taking into account factors such as changing service needs. They should consider for example, whether the post is needed in the same format i.e. full time/part time or whether the duties could be delivered more effectively by redesigning roles. When it is decided to recruit to a post, managers should always review the job description and person specification.

6. JOB EVALUATION

6.1 Where a post has significantly changed, or the role is completely new, the post should be banded by a Trust Agenda for Change job matching or evaluation panel.

7. FIXED TERM CONTRACTS, ACTING UP ARRANGEMENTS, SECONDMENTS

7.1 The use of fixed term contracts (excluding junior doctors in training), acting up and secondment arrangements should always be discussed with an HR Business Partner. This is to ensure fairness and consistency in their use and to protect the Trust from any employment litigation.

Overall responsibility for this policy and procedure rests with the Director of Workforce or nominated deputy.

This policy and any associated procedure(s) will be reviewed at the date stated and may be subject to change at that time, or at an earlier date if necessary, subject to consultation with staff representatives recognised for that purpose.

Note: Please refer to the Recruitment and Selection Procedure which outlines the Trust's general principles on recruitment and selection.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

Page 4 of 19

RECRUITMENT AND SELECTION PROCEDURE

Summary

The Recruitment and Selection Procedure details the processes to be followed when appointing to a post in accordance with the Trust's Recruitment and Selection Policy. It explains the responsibilities and expectations of both Recruiting Managers and Human Resources at each stage of the recruitment and selection process with indicative timescales for completion of actions. The procedure should be read in conjunction with the Recruitment and Selection Policy and the 'Employment Checks Policy and Procedure' documents which are available on the Trust intranet.

8.   INTRODUCTION

8.1   These standards and procedures support the principles of the Trust's policy on the recruitment and selection of staff. The standards outline good practice to be used by all those with responsibility for recruitment. They also ensure that selection is fair, consistent and open, and based on merit.

9.   GENERAL PRINCIPLES

9.1   When a member of staff resigns the manager should review whether there is a need for the post, taking advice from their HR Business Partner (HRBP) where appropriate. If it is decided there is a need to recruit to the same post managers should commence the recruitment process as soon as a staff member has given their written notice of resignation. This will help reduce the recruitment lead time and temporary staffing costs. If the post is redesigned and there is significant change in duties and responsibilities, managers should take advice from their Employee Relations about whether the post needs to be submitted for agenda for change clustering/matching.

9.2   It is Trust policy that managers have undertaken appropriate recruitment and selection training at The Royal Marsden or another organisation before participating in any recruitment and selection decisions; the Head of Recruitment can provide further advice on appropriateness of training.

9.3   Before a post can be advertised authorisation must be given through the vacancy control process with approval by the appropriate Director. Once authorisation has been given and provided all relevant documentation/information is received the Recruitment Team will start the recruitment process.

9.4   At the start of the recruitment campaign Recruiting Managers should ensure they plan and build sufficient time into their work schedules to allow for preparation of pre-advertisement paperwork, shortlisting and interviews. This will help to reduce the length of time taken to recruit and therefore support a reduction in temporary staff use and continuity of patient care.

9.5   The Trust operates a redeployment register for staff that may be at risk of redundancy. Where it is considered a vacancy may have the potential to be suitable for the redeployment of at risk staff the Recruiting Manager will be informed. The

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

vacancy will then be ring fenced to allow the person at risk to apply before it is advertised. In all other cases vacancies will be advertised before an appointment is made. If there are considered to be enough suitable applicants to apply for the post from within the Trust the Recruiting Manager may decide to advertise the post internally, after taking advice from Human Resources.

9.6   There are agreed roles and responsibilities for managers and HR and timescales for action and these are provided at Appendix 2 and ensure they comply with the timescales provided.

9.7   Where working days are referred to this is based on a working week of Monday to Friday being 5 working days.

10.   STARTING THE RECRUITMENT PROCESS

10.1   RECRUITING TO A POST WITH NO CHANGE TO BANDING

10.1.1 *The Recruiting Manager's responsibilities:*

- Firstly review the vacant post to consider whether the nature and combination of skills are required in the same format, taking account of changes in service provision.

- Review the Job Description and Person Specification using the Trust Templates saved on the intranet.

- Prepare a draft advertisement. The advertisement should be closely linked to skills and experience required in the person specification and should reflect the Trust values. There is a space on the Recruitment Planning Form for the advert text, please insert it there.

- Fully complete a Recruitment Planning Form ensuring that the advertisement, person specification and job description are attached.

- Circulate the Recruitment Planning Form to the relevant Divisional Director (or equivalent) and Finance for approval.

- To speed up the recruitment process, wherever possible, managers should include an interview date in the advertisement. For further advice on drafting advertisements Recruiting Managers should contact Recruitment.

- Email the Advert, Job Description, Person Specification and completed Recruitment Planning Form to VacancyApproval2@rmh.nhs.uk by 12 noon on Wednesday for advertisement the following week.

The recruitment team can advise on the content of the recruitment documentation.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16

Uncontrolled if printed

Page 6 of 19

10.2   RECRUITING TO A NEW ROLE, OR A POST THAT HAS CHANGED[1]

10.2.1 *The Recruiting Manager's responsibilities:*

Discuss with the Employee Relations Teamabout whether the post needs to be evaluated, if the post has not changed significantly this may not be necessary. If the post does need clustering / matching follow the flowchart and procedure for job evaluation and send the completed documentation to Employee Relations team. The job evaluation process should be concluded before you submit a Recruitment Planning Form.

10.2.2 *Human Resources responsibilities*

The Employee Relations team will process the documentation and forward papers to the next available panel, panels are held on a regular basis. Employee Relations will send an email to the manager and HRBP following the outcome of the consistency checking process by management and staff side representatives. The email will include the 'AfC Job Matching/Cluster Reference Number' required for completion of the Recruitment Planning Form.

11.   ADVERTISING THE POST

11.1   Online Recruitment Management System (TRAC) and NHS Jobs

All posts will be advertised on NHS Jobs and Trust website to allow maximum coverage. Adverts may be advertised simultaneously on these websites and in other media as requested by the manager.

11.2   Using Other Media

Where the Recruiting Manager believes it is necessary to advertise in an external publication or another job site they should discuss this with the Recruitment Team Leader who will advise on the appropriateness and also cost.

11.3   Recruitment Team's (RT) Responsibilities

- Uploading the post onto TRAC Recruitment System; confirming to the manager when this has been avertisedand advising them of the closing date.

- Informing the manager of the insertion date and confirming the closing date on Trust website and NHS Jobs. When the post is being advertised through other media forwarding copy to the advertising agency. The RT will forward the advertisement proof when received to the Recruiting Manager for approval of advert text and media cost. The RT will forward any changes made by the manager to the advertising agency.

- Ensuring actions are completed in line with Key Performance Indicators.

---

[1] Where there have only been small changes to the post and the overall role has not changed, the post does not need to matched. The Employee Relations team can give further advice.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16

Uncontrolled if printed

Page 7 of 19

11.4   *Recruiting Managers' responsibilities*

- Ensuring that the recruitment planning form has been completed with the correct details including the position number.
- Drafting the advertisement; advice can be obtained from the Recruitment Team Leader.
- Checking any advertisement proofs that will appear in external publications, informing the RT of any changes and approving the cost of the advert.
- Ensuring actions are completed in line with Key Performance Indicators.

12.   SHORTLISTING APPLICANTS FOR INTERVIEW

12.1   *Recruitment Team's responsibilities*

- After the closing date the RT will move the vacancy to shortlist via TRAC alerting the recruiting manger that the vacancy is ready for shortlist.

12.2   *Recruiting Managers' responsibilities*

- Recruiting Managers are required to shortlist online via TRAC. The RT can provide further advice, and support with long listing where a large number of applications are received. If Recruiting Managers want to shortlist outside of TRAC they should ensure that a record is kept of the shortlisting for a period of six months.
- Recruiting Managers should objectively assess all applicants against the person specification for the post. The Recruitment Team Leader can provide further advice. Shortlisting reasons should be documented.
- Where possible two managers should always be involved in the shortlisting process to ensure objectivity, one of whom should have completed recruitment and selection training.
- Where staff members are known to be family members, or have a similar close relationship, the Recruiting Manager should ensure they are not appointed to posts where there will be a line of managerial accountability between them.
- As a disability confident employer, any disabled candidate who meets the essential short listing criteria should be invited to interview.
- Where a candidate has declared a conviction or caution, the Recruiting Manager should contact the Recruitment Team Leader for further advice prior to the selection process taking place.
- It is a good idea to identify candidates for reserve when shortlisting online (see online shortlisting guidance available on TRAC Recruitment System) in case there are many withdrawals at interview stage.
- Recruiting Managers should complete shortlisting on TRAC within three working days after the closing date of the vacancy. If a large number of applications have been received the Recruiting Manager should contact the Recruitment team leader to negotiate a longer time period.
- Recruiting Managers should allow five calendar days' notice to the candidates when passing their shortlist to the RT. Wherever possible the interview date should have been included in the advertisement so candidates are aware.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16

Uncontrolled if printed

Page 8 of 19

12.3 Recruitment Team's responsibilities

- The RT will ensure that candidates are notified that they have been shortlisted for interview within two working days of receiving the shortlist from the manager.

- Managers can log onto TRAC and print the interview pack at any time prior to interview

13. THE INTERVIEW AND OFFER

13.1 Recruiting Managers' Responsibilities:

- **The interview panel must have at least two members, one of which should be the Recruiting Manager.** One of the panel members must have attended the Trust's Recruitment and Selection course or have attended training elsewhere and read the interview section of the Trust's Recruitment and Selection policy before the interview.

- Panel members should declare any personal interest in the appointment. If a candidate is a close friend or relative of a panel member, they should not take part in the selection process. The relationship or business interest should be discussed and the impact on the candidate's suitability recorded.

- The Recruiting Manager is responsible for ensuring that interviews are conducted fairly and objectively and for keeping written records of interviews i.e. questions, answers, scoring and rationales for decisions. The interview notes are to be retained securely by the Recruiting Manager for a period of six months after the interview and then confidentially destroyed.

- Recruiting Managers are required to take copies of identification, qualifications and registration documents that candidates provide. All copies must be signed and dated to show they have been certified by writing on the documents "I certify these copies to be true copies of the originals seen by me. Signed….., dated.…"

- Once a decision has been made as to who to appoint the Recruiting Manager may make a verbal conditional offer to the candidate, subject to satisfactory pre-employments checks. The Recruiting Manager to contact all interviewees and give feedback. The Recruiting Manager should update TRAC with their decision within one working day of the interviews. The successful candidate should be moved to offer/pending on TRAC which will alert the recruitment team that a conditional offer needs to be sent. At this stage Recruiting Managers can enter details of offer. Unsuccessful candidates need to be moved to reject with documented justification.

- Starting salaries should normally be at the bottom of the pay scale in line with Agenda for Change (AfC) or Medical and Dental (MD) terms and conditions. Any starting salary above the bottom of the AfC/MD salary scale must get approval via the Starting Salary Form which must be discussed with the relevant HRBP and approved by the Deputy HR Director, prior to discussing any salary with candidates.

- Recruiting Managers must not withdraw an offer without first consulting the Recruitment Team Leader.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

Page 9 of 19

13.2 Recruitment Team's (RT) responsibilities

- The RT will ensure that a written conditional offer letter is sent within one working days of successful candidate being moved to outcome on TRAC.

- The RT will send conditional offer and commence all pre-employment checks within three working days of candidate moved to outcome. Recruiting managers may review progress of pre-employment checks at any time by checking TRAC.

- Factual references will be sought from separate employers (where possible), one of which should be the applicants current or most recent employer.

- Recruiting Managers will receive weekly automated update from TRAC every Monday.

- The RT will ensure that pre-employment checks are completed as detailed in the Trust's Employment Checks Policy and Procedure.

- Once satisfactory pre-employment checks are received and professional references checked by the Recruiting Manager, the RT will email the manager and candidate to inform them they are cleared so that they can agree a start date.

- Once a start date has been agreed the RT will confirm this with the candidate and forward their statement of terms and conditions of employment, inform Learning and Development of their start date so they can book them on the next available induction.

14. INDUCTION

14.1 Recruiting Manager's responsibilities

14.1.1 Effective induction, both Trust and local departmental, is crucial in ensuring the staff member adapts quickly to the organisation. It is known to reduce turnover and expensive replacement costs. The recruitment process is not complete until the staff member has completed all parts of their mandatory induction. In line with the Trust's Induction Policy and Procedure, managers are responsible for ensuring that new staff members attend Trust core induction, and that appropriate local induction is undertaken and the appropriate record sent to L&D Admin team promptly.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

Page 10 of 19

15.   MEDICAL RECRUITMENT

15.1   Consultant (permanent)

15.1.1   Permanent Consultants appointed in accordance with the NHS (Appointment of Consultants) Regulations Good Practice Guidance January 2005.

15.2   Advertising the post

15.2.1   Post to be identified through the business planning quarterly PRGs through the Divisional Directors, Specialty or CBU Lead.

15.2.2   Job description (new template to be used) will be completed by the recruiting manager and sent to Medical Staffing team who will forward to the Royal College for approval.

15.2.3   Recruiting managers to make any changes required and submit planning form for processing.

15.2.4   Post to be advertised on TRAC recruitment system, NHS jobs and the BMJ for 4 weeks; include recruitment timetable (closing, shortlisting and AAC dates / pre-interview assessment date).

15.2.5   Medical HR will be responsible for uploading all documents on TRAC and inform the relevant manager and lead consultant once this has been completed sending them a link to the job details.

15.2.6   All job descriptions need to be sent to the Medical Director for comments prior to advertisement.

15.3   Appointments Advisory Committee (AAC) Panel

15.3.1   The panel will be arranged in accordance with AAC guidelines and will include both internal and external members. Panel to include the following members at a minimum:

  – Non-Executive Director (NED) to chair the panel
  – Chief Executive or representative
  – Medical Director or representative
  – Divisional Director/Clinical Director or representative
  – Consultant from specialty – there is no limit on the numbers but a suggested number is 2/3
  – Royal College representative - Royal Colleges (eight weeks' notice required)
  – Institute of Cancer Representative
  – HR representative (provide advice and take notes)

The interview panel needs to be agreed with the Medical Director.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

Page 11 of 19

15.4   Organising the Appointments Advisory Committee (AAC)

15.4.1   Contact the PAs of the CEO and the Medical Director and recruiting manager and get a few interview dates at least 3 weeks after the closing date of the advert.

15.4.2   Contact the consultant panel members directly and copy their PAs into all emails and request availability for the interview providing dates that the Executive are available.

15.4.3   Once a date has been agreed email the NEDs asking for a volunteer to chair the panel. This needs to be on a rotational basis so that this task is shared by all the NEDs.

14.4.4   Send written notification of the interview date to the Royal College requesting a representative to attend the AAC. This must be at least 8 weeks in advance.

15.4.5   Simultaneously, book the Boardroom in Chelsea or the Committee Room in Sutton as the venue for the interview.

15.4.6   Liaise with lead consultant on an ICR rep for the panel. All AACs need to have ICR representation as agreed through the Joint Process for appointing consultants between the ICR and The Royal Marsden. If no-one is available when the job closes, escalate to the Head of Medical Workforce.

15.5   Shortlisting

15.5.1   Shortlisting to be completed within 10 days of the closing date.

15.5.2   When the job closes interview packs should be sent out to all panel members (except the chair) within 3 days of the closing date. The panel is given a week to return the shortlist of candidates for interview. Please follow this up if a shortlist has not been returned.

15.5.3   Check all application forms for connections between the applicants and panel members or other Trust employees i.e. if the applicant is married or have a relationship with another employee of the Trust. If this is the case please inform the CEO or his/her representative on the panel.

15.5.4   Shortlist of candidates for interview needs to be agreed with the lead consultant and the Medical Director.

15.5.5   Invite to interview letters/emails to go out as soon as possible after confirmation of the shortlist. Candidates will receive a map of the area and directions on how to get to the venue.

15.5.6   Request for references (at least 3) to be sent out for all shortlisted candidates to cover the last 3 years of their employment; one of these must be from their current employer. References are requested prior to interview, once candidates have confirmed we can approach their referee

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

Page 12 of 19

15.5.7 Check the GMC's specialist register that all applicants are on the specialist register or through their application form if they are within six months of CST.

15.5.8 Liaise with the relevant Divisional Director (DD) on arranging a leadership strengths and values based assessment. Shortlisted candidates to be invited to this assessment prior to interview. The outcome of this assessment will be given to AAC panel prior to the interview.

15.5.9 Email the panel and let them know the names of those who have been shortlisted and advise that a hard copy of all applications forms, CVs, and associated paperwork will be provided on the day of the interview.

15.5.10 Order refreshments for the panel and candidates - tea/coffee/water/biscuits.

15.5.11 Contact the unsuccessful candidates and inform them of the outcome of their application; offer to provide feedback on the process should they wish it. The lead consultant will provide feedback.

15.6 The AAC

15.6.1 The panel will all have a recruitment pack that will comprise of:
- Interview schedule
- Candidate's application form
- Candidate's CV
- Job description
- Advertisement
- Interview note sheets
- Interview scoring sheet
- Successful candidate form (Chair only)

15.6.2 Each panel member will have a nameplate so that candidates are able to recognise them.

15.6.3 The HR representative's pack will include references, an expenses claim form that is offered to the College to cover his/her expenses for attending the AAC and the successful candidate appointment form. The Chairman will sign this form as confirmation of the successful candidate appointed to the role.

15.6.4 After introductions, the Chair will agree with the Medical Director the line of questioning that will take place and format of the interview. The HR representative will take notes of the interview and respond to any queries raised by the panel in relation to the process.

15.6.5 At the end of interviews the panel will have a discussion on each candidate and agree an outcome. The successful candidate will be informed.

15.6.6 The panel will agree on which member will provide feedback to unsuccessful candidates.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

Page 13 of 19

15.6.7 All paperwork is collected by the HR representative for confidential shredding. All panel members are expected to complete their scoring sheet and this will be collected and filed in the hard copy job file and e-job file.

15.7 Post AAC process

15.7.1 The successful candidate will be sent a conditional offer letter within 3 days of the interviews taking place including all required pre-employment checks to be completed.

15.7.2 Medical HR to keep in regular contact with the appointed candidate, supporting them throughout the pre-employment checks. Liaise with the recruiting manager on start dates.

15.7.3 Contracts of employment sent out prior to start date.

15.7.4 Welcome pack to all consultants as part of the on-boarding process.

15.7.5 Liaise with CBU managers on local induction.

15.7.6 Inform Learning and Development of new consultant details for the Corporate induction.

16. APPOINTMENT OF FIXED TERM CONSULTANTS (1-2 YEARS)

16.1 Fixed Term appointments of 12 months or more should be subject to the formal Advisory Appointments Committee (AAC) process - see 1 above (*Guidance for The Employment of Locum Consultants on the 2003 Consultant Contract - published October 2003*).

17. LOCUM CONSULTANTS (6 MONTHS OR LESS)

17.1 All locum appointments are made in accordance with the *Code of Practice In the Appointment and Employment of HCHS Locum Doctors (August 1997, updated in October 2003).*

17.2 Locum appointments are exempt from the formal AAC process provided the employment is for a period of six months in the first instance and subject to a satisfactory performance review. If The Royal Marsden is satisfied by such a review then they may extend a locum appointment for a further six months. Locum appointments should be made with the same care as for a substantive appointment as a locum consultant will work without supervision and with full clinical autonomy, therefore great care should be exercised in making these appointments.

17.3 Locum Consultants must be fully registered with the GMC and also be on the Specialist Register of the relevant Specialty.

17.4 All locum consultant posts will follow the process outlined in point 15.2.4 – 15.2.6 above. All posts will be advertised through TRAC, NHS jobs and the BMJ if appropriate.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

Page 14 of 19

17.5   The panel for locum appointments will consist of at least two substantive professional members of the Trust, one of which should be from the relevant specialty plus the CBU manager.

17.6   Once the advertisement has closed, the CBU manager will liaise with the panel members regarding shortlisting, based on the person specification.

17.7   The Lead Consultant/CBU manager will confirm details of those applicants shortlisted for interview. Interview packs and score sheet will be sent electronically to panel prior to interview.

17.8   Panel members will verbally advise both successful and unsuccessful candidates of the outcome of the interview. The panel will agree the most appropriate member of the panel to give feedback to the unsuccessful candidates.

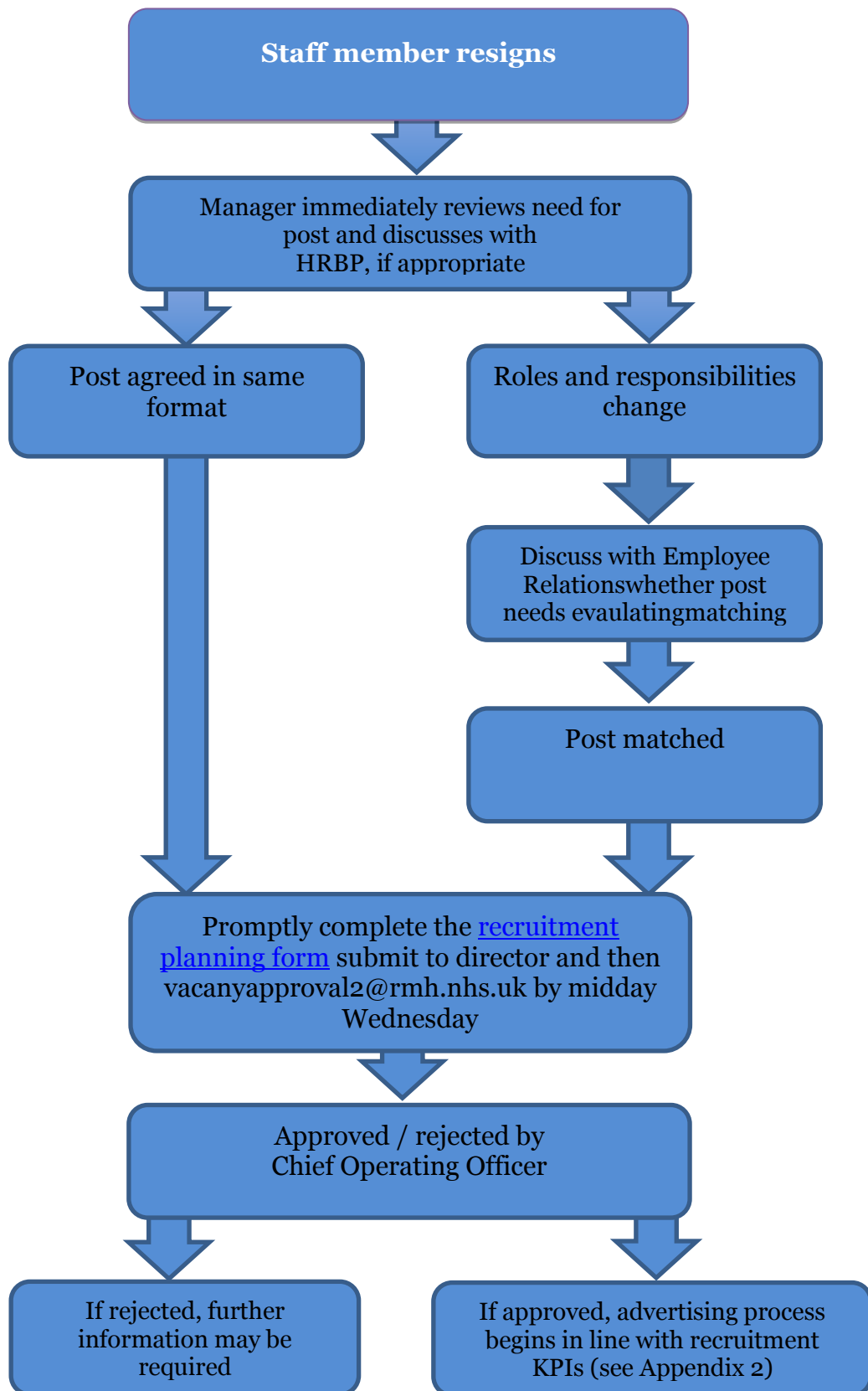17.9   Follow the process from 15.7.3 – 15.7.6.

18.   COMPLAINTS

18.1   If applicants believe their application has not been dealt with in accordance with the recruitment and selection policy they should write to the Head of Recruitment who will arrange for their complaint to be investigated. Wherever possible they will be given a written reply to their complaint within two weeks of receipt of their letter. If the complainant is not satisfied with the outcome, they should write to the Deputy Director of Human Resources.

18.2   Overall responsibility for this policy and procedure rests with the Director of Workforce or nominated deputy.

Note: Please refer to the Recruitment and Selection Policy which outlines the Trust's general principles on recruitment and selection.

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16
Uncontrolled if printed			

Page 15 of 19

Appendix 1

Filling a vacancy – authorisation process

Staff member resigns

↓

Manager immediately reviews need for post and discusses with HRBP, if appropriate

↓ (left branch) ↓ (right branch)

Left branch: Post agreed in same format

Right branch: Roles and responsibilities change

↓

Discuss with Employee Relationswhether post needs evaulatingmatching

↓

Post matched

↓ (both branches merge)

Promptly complete the recruitment planning form submit to director and then vacanyapproval2@rmh.nhs.uk by midday Wednesday

↓

Approved / rejected by Chief Operating Officer

↓ (left) ↓ (right)

If rejected, further information may be required

If approved, advertising process begins in line with recruitment KPIs (see Appendix 2)

Authoring Department:	Human Resources	Version Number:	12
Author Title:	Head of Recruitment	Published Date:	15/02/2019 16:41:16
Ratified By:	Policy Subgroup; TCC	Review Date:	15/02/2020 16:41:16

Uncontrolled if printed

Page 16 of 19

Appendix 2

Recruitment: Human Resources and Managers' Responsibilities

Task / Responsibility	Recruit-ment	Manager	Service Level Agreement (SLA) (refers to working days)
GENERAL			
All recruitment queries: Recruitment Support Tel: 01629 690825 open 8.30am to 5.30pm Monday to Friday		X	As and when arise
Queries are responded to within 1 working day	X		1 day
VACANCY APPROVAL & ADVERTISING			
Fully completed Recruitment Planning Form (with Divisional Director comments and advertisement details), JD and PS (in Trust format) are forwarded to VacancyApproval2@rmh.nhs.uk		X	Weekly by Wednesday 12 noon
Vacancy approval is gained from Finance and COO	X		Weekly on Mondays
Advertisement opened (advert appears on Health Jobs, NHS Jobs and Royal Marsden website unless otherwise indicated)	X		Within 1 day of confirmation from in-house team to proceed to advert
External publications as per specific deadlines. Managers are required to approve costs and assist in obtaining a Purchase Order number for the costs.	X	X	External publication and Procurement (for POs) deadlines apply
SHORTLISTING			
Online shortlisting link issued to the shortlisters	X		By 12noon day after the closing date
Shortlisting is completed online on TRAC and Recruitment is informed of the interview details		X	Within 3 days of receipt of shortlisting link
Shortlisted candidates are invited for an interview via TRAC	X		Within 1 day of receipt of shortlisting and interview details
INTERVIEWS & CONDITIONAL OFFER			
Candidates are chased as necessary for interview attendance confirmations	X		Every 24 hours until 2 days before the interview
Panel packs are available on the system to managers at any point after the interview invites have been sent out. A final panel pack is also emailed to interviewers on the working day before the interviews take place.	X		9am on the working day before the first interview
Interviews/ Selection is conducted		X	On the interview date
Successful candidate is verbally offered the post subject to employment checks. Unsuccessful candidates are called and given feedback where possible.		X	Within 1 day of interview
Interview outcomes are recorded on TRAC, including successful candidate(s), reserves and DNAs (all to be updated on the system)		X	Within 1 day of interview

Task / Responsibility	Recruit-ment	Manager	Service Level Agreement (SLA) (refers to working days)
Regret emails are sent to the unsuccessful candidates (only if all interview outcomes have been recorded on TRAC)	X		Within 3 days of receipt of interview outcome
Conditional offer letter is issued to the successful candidate (via TRAC) with the full salary range, cc'd to recruiting manager	X		Within 1 day of receipt of interview outcome
Starting salary appeals require Divisional Director (or equivalent) and Deputy Director of HR approval as per the Trust's Starting Salary Policy	X	X	Please refer to the Starting Salary Policy
EMPLOYMENT CHECKS			
GENERAL ON EMPLOYMENT CHECKS			
All outstanding employment checks are chased		X	Every 3rd working day (automated) plus a full file review completed every 5th working day
Progress on employment checks can be viewed online on TRAC at any time. A Manager Report is provided on Monday mornings.	X	X	Ongoing
Any issues with employment checks are resolved in discussion between Recruitment and the Recruiting Manager	X	X	As and when arise
EMPLOYMENT CHECKS			
All successful candidates attend an ID appointment in HR	X		Within 10 days of invite
If candidate brings incomplete ID documents a new ID appointment is required and booked	X		On the day of the ID appointment
Certificate of Sponsorships (CoS) are obtained as required	X		Home Office deadlines apply
References are requested (or if referee details are incomplete on application form clarification is requested from the candidate)	X		At the time the offer letter is sent or within 3 days of receipt of interview outcome
Received references are approved		X	Within 1 day of receipt
Candidate is invited to complete online DBS (Disclosure and Barring Service) form	X		In the offer letter or within 3 days of receipt of interview outcome
DBS form is submitted for processing	X		Within 1 day of completion by the candidate
Outcome is recorded on TRAC	X		Immediately (automated)
If manager wishes the candidate to start pending DBS outcome, they are required to complete a Risk Assessment Form		X	When DBS check is the final outstanding check and holding back the start date
If DBS outcome shows a conviction candidate recruitment will contact the manager for a discussion	X		Promptly

Task / Responsibility	Recruit-ment	Manager	Service Level Agreement (SLA) (refers to working days)
Candidate undertakes work health assessment by on TRAC. If they work in an EPP area or are a food handler they will be sent a form and occupational health will arrange an appointment prior to starting.	X		Promptly
If OH clearance requires reasonable adjustments Recruitment consults the recruiting manager	X		Initiated as soon as confirmation in OH inbox is read and completed within 5 days
Professional registration and alert letters are checked and updated on TRAC, if applicable.	X		At the time the offer letter is sent and recheck is done during the working week of the start date
Proof of essential qualifications/ professional registration is checked and collected as part of the ID checking appointment.	X		During the day of the ID check appointment
EMPLOYMENT CHECK CLEARANCE			
Starting letter is issued to signify employment clearance, asking for manager and candidate to agree a start date	X		Within 1 day of employment check clearance
Start date is agreed with the candidate		X	Promptly
Contract of employment is issued with joining information	X		Within 1 day of start date being agreed
If RM new starter (i.e. not community) HR signed ID badge form is emailed to the manager	X		Before start date
The date candidate started work is confirmed on TRAC	X		During the working week of the start date
New starter is put on Payroll	X		Within 1 day of confirmation of actual start date from the TRAC team
If candidate started with employment checks outstanding, Recruitment team monitors those until all checks have been completed keeping recruiting manager informed as necessary	X		Daily

[End of Document - Do Not Delete]