

Recruitment, Selection and the Appointment of Staff: Guidance for Managers

Approval Process

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Approved by	JCNP – 26 th November, 2009
Ratified by	
Version	FINAL
Latest revision date	13 th November, 2009
Review date	November 2011
Valid on	04/02/2010

Document Control Sheet

Development and Consultation	The policy has been developed to provide guidance to NHS Cambridgeshire managers on the recruitment, selection and appointment of staff.
Dissemination	This policy will be available to all NHS Cambridgeshire staff via the CPCT website. Information about the policy will be included in the staff newsletter.
Implementation	All managers involved in the recruitment, selection and appointment of staff will be implementing the guidance found in the policy.
Training	Training will be offered, on a rolling basis, to all managers involved in the recruitment, selection and appointment of staff.
Audit	A database of policies will be maintained by the HR Team. A reminder is sent when a policy is due for renewal.
Review	This policy will be reviewed by the NHS Cambridgeshire HR Team and JCNP in two years, unless an earlier review is required e.g. due to changes in legislation or in NHS direction.
Links with other documents	This policy should be read in conjunction with the <ul style="list-style-type: none"> • Equal Opportunities Policy • Single Equality Scheme
Equality and Diversity	The HR Team have carried out a Rapid Equality and Diversity Impact Assessment and concluded that the policy is compliant with the PCT Equality and Diversity policy. No negative impacts were found.

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1. Introduction

NHSC recognises that effective recruitment and selection practices are fundamental to its future success and that good selection can lead to the provision of a higher level of service, higher morale, a lower turnover of staff and lower rates of absenteeism.

This policy outlines good employment practices which comply with employment legislation, NHSC's Equal Opportunities Policy, supports NHSC's commitment to safeguarding children and vulnerable adults and follows the recommendations for best practice from the Advisory, Conciliation and Arbitration Service (ACAS).

2. Purpose and Scope

The purpose of this policy is to provide guidelines for Line Managers when undertaking recruitment and selection. The policy is here to help you prepare for and work through the recruitment process with the intention of assisting you in recruiting the right candidate for your vacancy whilst promoting and maintaining the highest standards of best practice for NHS Cambridgeshire.

The policy applies to all staff responsible for recruitment and selection in NHSC; however recruitment to medical and dental appointments should be assisted by Medical Staffing Services at ASP.

3. Duties and Responsibilities

NHS Cambridgeshire is subject to a number of legal, statutory and good practice guidance requirements covering recruitment, selection and appointment of staff.

The following specific duties and responsibilities apply within the PCT's:

HR Team – has a responsibility to ensure that everyone involved in the recruitment, selection and appointment of staff is aware of their legal, statutory and good practice obligations.

NHS Cambridgeshire's Managerial staff - have a responsibility to ensure they are up to date with the recruitment and selection guidance and that they act in a way that ensures the organisations recruitment, selection and appointment of staff is done in a fair, non-discriminatory and safe manner.

Anglia Support Partnership (ASP) Employment Services Centre – ASP have a responsibility to support the administration of the recruitment and selection process on behalf of NHS Cambridgeshire.

4. Guidance

SECTION 1 – THE VACANCY

When a vacancy arises either from a need to increase capacity or because an employee is leaving a position, it is a good opportunity to review skill mix, capacity requirements and the various aspects of the department's work in order to identify what is required in terms of level of experience, the number of hours required, the responsibilities of the role and the tasks that need to be covered by the role.

- 1.1 In considering the vacancy you must ask yourself: -
 - Is funding available for the role?
 - What does the job involve?
 - Is it really necessary?
 - Can the work be done differently or by someone else?
 - Are the hours and their distribution correct?
 - Could the job be done by a job share arrangement or by two part time staff?
 - If I fill the post, will I still need it in a year's time?
 - Am I likely to be able to recruit someone for the job?
 - How much will this replacement cost?
 - Has the post been banded under Agenda for Change?
 - Does the post involve contact with children or have responsibilities for promoting and safeguarding the welfare of children and young persons?
- 1.2 You must ensure that prior to any recruitment activity you have followed the necessary approval process.
- 1.3 Please refer to Appendix 1 for a flowchart to summarise the procedure a recruiting manager should follow when a vacancy arises.

SECTION 2 – EQUAL OPPORTUNITIES

NHS Cambridgeshire is committed to promoted equality throughout the organisation. It is the Policy of NHS Cambridgeshire to provide applicants with equal access to jobs, regardless of their sex, race, colour, nationality, ethnic origin, marital status, family responsibilities, disability, age, religion or belief, political beliefs or sexual orientation.

2.1 Equality

If people feel they are treated fairly they are more likely to identify with NHS Cambridgeshire and be motivated to work conscientiously, this is the underlying principle, which relates equal opportunities to good business practice.

Fairness and equality in selection consists of adhering to three basic stages: -

1. Drawing up valid selection criteria.
2. Collecting relevant information about individuals.
3. Objectively assessing individuals against the selection criteria.

Failure to adhere to Equal Opportunities can have costly legal repercussions, there is no limit to the compensation Employment Tribunals can award if a case of direct or indirect discrimination is proven against an organisation. These guidelines comply with relevant legislation. It is important that managers and those involved in the selection process are broadly familiar with this legislation.

Selection criteria and procedures must be frequently reviewed to ensure individuals are selected, promoted and treated on the basis of their relevant merits and abilities. All employees must be given equal opportunity and, where appropriate, training to progress in the organisation. All employees must be given support in order for them to receive the maximum possible benefit from the appraisal process.

2.2 People With Disabilities

The Disability Discrimination Act 1995 (Amended 2005) gives rights to individuals and against discrimination on the grounds of disability. In order to qualify for the Act's protection, a person must have, or have had, a physical or mental impairment causing a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. Day to day activities are normal activities carried out by most people on a regular basis and must involve one of the following broad categories: manual dexterity; physical co-ordination; continence; ability to lift, carry or move everyday objects; speech, hearing or eyesight; memory or ability to concentrate, learn or understand; or being able to

recognise physical danger. The Act also treats severe disfigurement as a disability.

The impairment must be substantial and have a long-term effect, this means has lasted or is likely to last 12 months or likely to last for the rest of the life of the person affected.

NHS Cambridgeshire is under a **legal obligation** to fully consider making reasonable adjustments to working practices, equipment and premises to ensure a disabled person is not put at substantial disadvantage due to their disability. This should be borne in mind throughout this procedure.

Such adjustment could include: -

- Making adjustment to premises
- Allocating some of the disabled person's duties to another person
- Altering hours of work
- Specific training
- Modifying instructions or reference manuals
- Providing a reader or interpreter
- Providing supervision
- Agreeing to a different place of work
- Acquiring or modifying equipment
- Transferring the person to fill an existing vacancy
- Allowing the person to be absent during working hours for rehabilitation, assessment or treatment

A failure, without justification, to comply with the duty will amount to an act of discrimination. The Act allows financial and other costs to be taken into account, together with the extent of the employer's financial resources when considering whether it would be reasonable to require the employer to make any adjustments.

The manager should also consider suggestions made by the prospective employee with a disability.

For further advice please also refer to the Employing People with a Disability Policy or contact the Human Resources Department.

2.3 Disability Symbol



NHS Cambridgeshire is a Job Centre Plus Disability Symbol user. This demonstrates NHS Cambridgeshire's commitment to good employment policies for disabled people and making it clear to disabled applicants that we welcome them on the basis of their ability. Symbol users are required to make a number of commitments with regard to the recruitment and selection process. This will entail a guaranteed job interview for all disabled applicants who meet the minimum criteria for a job vacancy. Appointing officers will therefore be required to shortlist all disabled applicants who meet the essential criteria outlined on the person specification.

Further guidance can be obtained from NHS Cambridgeshire's Equal Opportunities Policy and Employing People with a Disability Policy. The manager can also contact the Job Centre Plus for more information about the Access to Work scheme, who offer practical advice about recruiting a disabled candidate.

SECTION 3 – APPOINTING TO POSTS WITH CONTACT WITH CHILDREN OR RESPONSIBILITIES FOR CHILD HEALTH SERVICES

NHS Cambridgeshire has a statutory duty to safeguard children. Therefore candidates will need to meet additional requirements for posts with contact with children or responsibilities for child health services.

3.1 When recruiting to these posts deterrents should be built into each step of the process.

3.2 Job advertisements must contain the following strapline:

NHS Cambridgeshire is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment.

3.3 For job descriptions see Section 5 below.

3.4 Once the preferred candidate has been identified they will need to be Enhanced CRB checked prior to taking up a post. It must be clear that this check will be undertaken in both the job description and person specification. See section 11.2.2.

3.5 At a minimum one member of the interview panel and one member of the short-listing panel should be trained in recruitment and selection and this training should include a safeguarding component.

SECTION 4 – THE JOB DESCRIPTION

The job description describes the requirements and responsibilities of the post so that the post-holder is aware of their duties and your expectations. A well written job description can assist you throughout the recruitment process by clarifying your requirements for the vacancy and giving clear parameters for setting short-listing criteria and interview questions .

4.1 Writing a Job Description

4.1.1 As well as using your own ideas and observations in writing a job description, you will also need to seek information from:

- ◆ Your manager and the post's line manager if this is not you
- ◆ Your own senior staff
- ◆ Job descriptions from other departments
- ◆ The present job holder if there is one
- ◆ Any department or other manager affected by the job
- ◆ Human Resources and Training Departments

4.1.2 there are three fundamental aspects of any job:

- i) **The main purpose of the job** – what is it there for? Why does it need to be done?
- ii) **The main tasks of the job** – what needs to be done and how? Try to use precise descriptions for activities like "filing" and "recording", rather than a vague statement "responsible for patient's notes", you might also want to show the degree of accuracy required.
- iii) **The scope of the job** – indicates its importance and would include the number of people to be supervised and the budgetary responsibility. Equally you can demonstrate any restrictions placed on the employee, for example "may not undertake....." or "without the authority of....."

4.1.3 It is essential that any job description for roles that have contact with children or responsibility for child health services states the level of contact and/or responsibility.

4.1.4 It is not possible to include every task in a job description and therefore some grouping may be needed.

4.1.5 The length and detail of a job description will vary with each job and you will tend to find that the more junior posts require greater clarity to assist with short-listing.

- 4.1.6 The job description must be set out in NHS Cambridgeshire's style (an example, with additional guidance, is shown in Appendix 3). Always give a reference and date to help you in future reviews.
- 4.1.7 You may wish to review the job description when the post falls vacant and this may also be necessary when other vacancies occur which impinge on its scope and content.
- 4.1.8 If there is a significant change to the Job Description and Person Specification the post may need reviewing against the Agenda for Change post banding. Please seek guidance from the Human Resources department on this matter.

SECTION 5 – THE PERSON SPECIFICATION

This section shows what is required of a job applicant, in order to identify the skills and attributes that are considered essential or desirable for a post-holder to perform the job. It allows everyone involved in the recruitment process to have a clear picture of what is required to fulfil the post, whilst guarding against discrimination by helping to form and justify the reasons for the short-listing and appointment. It is also vital for short-listing candidates by providing firm criteria on what is required.

5.1 Writing a person specification

- 5.1.1 When a vacancy arises you may need to review the post to ensure it reflects the needs of the service. It is important to review both the Job Description and Person Specification together.
- 5.1.2 The person specification must be set out in NHS Cambridgeshire's style (an example is shown in Appendix 4). Always give a reference and date to help you in future reviews.
- 5.1.3 The following strapline should be included for jobs with safeguarding children responsibilities:

NHS Cambridgeshire is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment.

5.2 What to include

Below are some examples of the type of requirements that may be identified under each heading on the person specification form. This is intended as a guide and is not exhaustive. Each requirement identified must be job related and clearly worded.

5.2.1 Education/Qualifications

Do not be tempted to use an arbitrary or generalised qualification as a convenient way of reducing the number of applicants. This may be discriminatory. Requiring job applicants to have qualifications is often done in place of identifying skills that are needed. Consideration should also be given to a disabled candidate who may not have the stated qualifications if they can show they have the skills and knowledge required for the post. Where qualifications are required, always follow the entry with (or equivalent) so as to avoid discrimination.

5.2.2 Skills/Abilities

Skills may refer to tasks that the post holder is capable of doing straight away, or can learn through experience or training and relate mainly to the practical ability of a candidate

Examples are:

- technical/mechanical skills
- numeracy/literacy skills
- oral/written communication skills
- supervisory/management skills
- interpersonal skills
- organisational skills
- teaching skills
- transferable skills (e.g. from voluntary work and other out-of-work activities/interests)
- ability to follow instructions
- ability to exercise initiative
- ability to cope with working under pressure
- always state to what level and standard these skills are required and give specific examples, so as to avoid ambiguity.

5.2.3 Experience

Experience requirements can easily be exaggerated, may only be desirable rather than essential and can unjustifiably restrict some groups of people e.g. women who have taken a career break.

Experience in various functions may be essential but this needs to be defined in terms of knowledge and skills required as well as length of time. Equal value should be given to unpaid experience.

Good examples are:

- Experience of organising administration tasks, e.g. telephone queries, typing, etc.
- Transferable experience (e.g. voluntary work and other out-of-work activities/interests).
- Some skills can be demonstrated by women returning to work from their time as a full-time mother/carer, e.g. organisational skills, communications skills, time management, etc.
- In interview, allow applicants in this category to use these as examples of skills.

The experience must be directly relevant to the post, stating the specific level of experience required to carry out the role. The Job

Description and Person Specification must avoid references, however oblique, to age or length of service as a determinant of skill, as this contravenes the Age Discrimination Legislation (2006)

5.2.4 Knowledge/Understanding

All the various kinds of knowledge or understanding needed to perform the job. This may be technical, professional, administrative, and organisational. Knowledge of some specialisations may take a relatively short time to learn.

Good examples are:

- Knowledge of legislation, policy, procedure, regulations, entitlements etc.
- Knowledge/understanding of the health care needs of particular community.
- Awareness of/interest in professional issues and developments.

5.2.5 Other

To be used as necessary to list any criteria not catered for by any of the above categories. Particular care must be taken to ensure that requirements under this heading can be justified and are not discriminatory. For example stating that a certain personal, medical or health related characteristic is desirable may lead to discrimination if the characteristic is not necessary for the performance of the job. Please seek advice from the Human Resource Department about any requirements you are unsure of.

A good example is:

Must be able to travel to a number of geographical locations (if this is a requirement of the job).

A bad example is:

Car driver essential- (This statement would lead disabled workers with access to a driver to think that they do not have access to our jobs).

5.3 How to assess the categories

When detailing the skills and attributes of the candidates it is important to consider how these will be assessed by both the short-listing officer and the interview panel. For example, a candidate may note 'negotiating' as one of their skills; this can be assessed by questions asked in the interview. A requirement to have 'experience in project work/management' can be assessed by information provided on the candidate's application form.

SECTION 6 – ADVERTISING

Advertising aims to attract a field of candidates to the vacancy providing information about the job and skills required. Advertising also promotes the image of NHS Cambridgeshire and your department

- 6.1 All job advertisements are advertised on the NHS jobs website – this is cost free. Brief details of job vacancies can also be published in local publications. ASP Employment Services can provide you with details of local publications and the costs of advertising. Interested applicants are directed to the NHS jobs website to view the full job advertisement and the procedure to apply.
- 6.2 Vacancies at all levels should be advertised at least internally. Exceptions will be made where there are staff 'at risk'; where NHS Cambridgeshire has obligations to employ trainees upon completion of a training post; and where there is an opportunity to 'Act Up' to cover a vacancy. Advice should be sought from Human Resources regarding 'Acting up'.
- 6.3 Secondment arrangements will also need to be advertised at least internally and further advice should be sought from the Human Resources Department if you are considering this.
- 6.4 All roles listed on ERICa to be advertised externally will be sent to Job Centre Plus.
- 6.5 The Employment Service Centre will monitor the response to advertisements as part of monitoring the recruitment process.
- 6.6 The question of timing must be kept in mind when selecting the methods of advertising. You should avoid advertising too soon and having a long delay before interviews as you may lose good applicants. If you are advertising in a publication, please contact Employment Services to discuss publication deadlines and appropriate closing dates.
- 6.7 Make sure applicants know the interview date as soon as possible, e.g. on the advert.
- 6.8 Employment Services sends application packs out following requests received. Applications completed on-line will automatically appear in the e-recruitment system. Paper copies received are scanned into the system.

Closing dates are ideally arranged as follows:

Internal recruitment - 10 working days from publication

National journals - 10 to 15 working days from publication

6.9 The advert should be based on the job description and the person specification. This should restrict applications to those who meet the essential criteria. It should make sense, have continuity with a logical order and comply with Equal Opportunities legislation. The layout and style is important; too many words are off-putting, as is the excessive use of jargon. An advert should attract attention and make the reader want to find out more.

6.10 For all posts the following strapline is included in the advert as standard:

NHS Cambridgeshire is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment.

SECTION 7 – SHORTLISTING

Short listing involves selecting the candidates for interview by comparing applications against the Job Description and Person Specification.

At a minimum one member of the short-listing panel should be trained in recruitment and selection.

The complete list of applications received will be available via ERICa 24 hours after the closing date. Shortlisting should take place as soon as possible, allowing a maximum of 2 working days to complete

- 7.1 Members of the Panel should be responsible for the preparation of the shortlist. The shortlist must be drawn up by a minimum of two people and measured against the Job Description and Person Specification.
- 7.2 Shortlisting must be based only on the information contained in the application form using the job description and person specification as the criteria. This must be consistently applied to all applicants and candidates should be assessed against selection criteria and not against each other.
- 7.3 This process emphasises the care in which selection takes place and the need for detailed documentation in order to ensure that relevant information is available at a later date, should a candidate make a claim of discrimination.
 - How many candidates do you intend to shortlist?
- remember that each interview will take at least 30 minutes and preparation and summing up will add to this.
 - How many of the applicants have the essential requirements for the job?
 - How many of them have desirable elements?
 - Are there any legal limitations to their appointment?
 - What has been their relevant experience?
 - Does the employment history appear planned or patchy and erratic; are there any gaps that are not explained?
 - Is the application clear and with sufficient detail to help the selection process?
 - What valid reasons can you give for turning some applicants down?
 - Does the supporting statement demonstrate good written communication skills and good attention to detail (particularly with regards to spelling and grammar)?
- 7.4 In accordance with NHS Cambridgeshire' commitment, as a user of the Positive About Disabled People Symbol, all applicants with a disability who meet the minimum criteria for the post, as stated in the person specification, must be offered an interview. (See Guidance in NHS Cambridgeshire' Employing People with a Disability Policy)

- 7.5 Equal opportunities monitoring information will be retained by the Employment Service Centre for use in the recruitment monitoring process only.
- 7.6 An applicant with a disability, a member of staff searching for redeployment due to long term sickness or a member of staff who is 'at risk' of redundancy who meets the minimum criteria **MUST** be offered an interview.
- 7.7 If a disabled candidate requests any special arrangements for interview or requests an opportunity to visit the place of work, this should be accommodated. Candidates are asked if they have any special requirements for the interview venue, when they are invited to interview.
- 7.8 In assessing an application from a candidate who has a disability, detailed consideration must be given to the adaptation of buildings and making reasonable adjustments to the post to enable a disabled person to be considered for employment. Paragraph 3.2 outlines the type of adaptations that must be considered. Full advantage must be taken of the advice, training, loans of equipment and grants available from the local Placing, Assessment and Counselling Team (PACT). Please seek advice from the Human Resources Department on this matter.
- 7.9 In order to avoid allegations of 'favourites', no one connected by close friendship, marriage, partnership or blood to an applicant should be involved in the selection process unless the matter has been cleared with the appropriate Senior Manager/Human Resources Department.
- 7.10 Short-listing information must be entered on ERICa.
- 7.11 Interview arrangements must be entered onto ERICa. Employment Services will send out interview letters notifying candidates of the interview date, time and location and the documents they are required to bring with them. Reference letters (if permission has been given) will be requested by Employment Services.
- 7.12 Candidates will be asked to confirm their attendance at interview with Employment Services and this will be recorded onto ERICa.
- 7.13 The Appointing Officer should retain all short-listing scoring and notes for a period of six months so that information is available should a candidate bring a claim of discrimination.
- 7.14 Unsuccessful applicants should be treated with the same courtesy as those who are successful.
- 7.15 A suggested shortlist matrix and scoring system can be found in Appendix 4 which can be applied to each candidate's application form

against the Job Description and Person Specification criteria to aid the short-listing process.

SECTION 8 – THE REFERENCES

The references act as one part of the selection process. Care needs to be taken that the candidate has given their permission for you to approach a referee. References are not always objective and give opinions as well as facts, therefore care is needed when reading them and if you have any queries, you should contact the referee directly to clarify these.

8.1 Requesting References

- 8.1.1 References are requested by Employment Services immediately following the short-listing process, the aim is to ensure references are received by the date of interview. Three days prior to the interview date outstanding references will be chased. Employment Services will only seek references from candidates who have given permission to seek references at this stage.
- 8.1.2 References will be loaded onto the ERICa system for the Appointing Officer to view.
- 8.1.3 References from a present or most recent employer/present place of study must be obtained. The Appointing Officer **must** ensure that the reference stated from such source is supplied by the candidate's Line Manager/Course Tutor who is able to provide **direct** knowledge of the individual's work performance and attendance record. If you have any doubt about the appropriateness of the referee, this must be checked with the applicant at interview.
- 8.1.4 An appointing officer is not allowed to offer a post without **two relevant satisfactory references**. If they do so they put the organisation at risk of employing an unsuitable person. Three references are required for Medical & Dental Career Grades, Senior Manager and Executive Director Posts.
- 8.1.5 In certain circumstances it may be necessary to obtain a verbal reference if the written response has not been received. It is important to ensure that where an offer of employment is made any such reference should be confirmed in writing.
- 8.1.6 References are privileged documents and as such their contents should not be divulged to the candidate before or after appointment. The contents of a reference must not be disclosed to anyone other than members of the interview panel.
- 8.1.7 It is important to distinguish between references and testimonials. The latter are usually documents given to the candidate by a referee (often worded "to whom it may concern"). It is important to treat the content of testimonials with reserve. Two relevant satisfactory references for each candidate only will be used for the selection process.

8.1.7 Offers of employment **must not be made prior** to receiving references. If adequate time (e.g. 10 working days) is given between short listing and interviewing this usually gives more opportunity for written references to be received.

8.2 Appropriateness of References received

8.2.1 If inappropriate referees are submitted with an application, the appointing officer must explore this with the applicant and details of alternative referees obtained.

8.2.2 A simple guide to assist in ensuring references are appropriate is as follows:

Acceptable	Not Normally Acceptable/ Needs Exploring
<ul style="list-style-type: none"> • Business address for referee provided • One referee is current or most recent line manager • 2nd referee is a senior colleague or previous line manager • Reference is on company headed paper 	<ul style="list-style-type: none"> • Home address for referee provided • No line management reference • Referee address is similar to that of applicant • Family or personal friend given as referee • Referee does not appear to match career history

8.2.3 If a verbal reference is required the line manager for the role should arrange to talk to the referee. As they know the job they can ask relevant questions during the discussion.

8.2.4 Remember references are an aid in the selection process and the facts of reliability, attendance and achievements in a previous employment are valuable to aiding a decision on appointment; please seek advice from Human Resources if you have concerns.

8.3 Candidates requesting to see references

A candidate may request to see the information contained within the reference. Reference subjects have no automatic right to see what is written about them and should be referred to the referee.

SECTION 9 – THE INTERVIEW PANEL

The Interview panel consists of two or more individuals, one of whom should be the line manager, who will assess each candidate for their suitability against the agreed criteria for the job. At least one of the panel members must have undertaken training in recruitment and selection, which will include a safeguarding component, and acquired the necessary knowledge and skills.

- 9.1 Where a more senior post is being recruited to, you will wish to enlarge the panel to include for example, internal or external agencies that have a linked relationship with the post. You may also expect to add in an external advisor, perhaps your counterpart from another Trust, for some senior posts.
- 9.2 If you are likely to be interviewing internal candidates who are known to you, you must arrange for an "external" member, perhaps a Line Manager or a colleague at the same level.
- 9.3 Each panel member must be able to participate fully in the selection process, this will include the short-listing. The panel will be expected to agree their questions to ensure that all candidates are treated equally. They should have knowledge of the post or its relationships with other areas.
- 9.4 Panels can sometimes grow and grow in an effort to include everyone who thinks they should be there. You could consider having two panels or a second interview to include different panel members.
- 9.5 Be realistic about the number of panel members and the questions they may want to ask, or you could end up with lots of questions and little opportunity for the candidates to give a good presentation of themselves.
- 9.6 Should the recruiting manager feel it appropriate the interview panel could reflect the gender and ethnicity of the applicants.

SECTION 10 – THE INTERVIEW

The interview is a two way process where both sides are making a decision about employment and it is important to remember that you are promoting not only your department but also NHS Cambridgeshire as a prospective employer.

10.1 Preparation

- 10.1.1 Ensure that all details, including names of all panel members, are entered onto ERICa. Employment services will send out a panel pack to each panel member including Job Description, Person Specification and interview matrix.
- 10.1.2 Ensure you have a room set aside for the interview where you will not be disturbed and an area where the candidates can wait.
- 10.1.3 Arrange for refreshments if appropriate.
- 10.1.4 Ensure that candidates are aware of any parking restrictions in place and that parking spaces are booked where appropriate.
- 10.1.5 Provide reception with a list of candidates, the times they are expected and details for parking space bookings if required. Confirmation of attendance can be viewed on ERICa.
- 10.1.6 If there is to be a presentation or an in-tray test, ensure that all technical equipment and visual aids are working properly and writing materials are available.
- 10.1.7 Check that the references are available where the applicant has given permission for references to be sought. References can be viewed on ERICa.
- 10.1.8 If an applicant with a disability requests any special arrangement at interview these should be considered and accommodated. If there are any difficulties, please discuss these with the Human Resources Department.

10.2 Interview style

- 10.2.1 Close yourself off from distractions. It goes without saying no bleeps and no telephone messages while you are in the middle of an interview. Try to avoid fitting in other work between interviews as this can break your concentration and can delay progress.
- 10.2.2 Keep in control of the interview and don't let the candidate take over; you will need to learn the art of interrupting someone in full flow -

usually when they pause for breath - with another question which pulls them away from their current monologue.

- 10.2.3 Maintain good eye contact and ensure that you write notes of answers given so that you can refer back to this after the interview. Arrange for another panel member to write the answers to your questions whilst you are asking them to ensure the candidate has your full attention and then vice versa.
- 10.2.4 End each interview positively, telling the candidate when you will call them and make sure you have the correct and most appropriate contact details for the individual.

10.3 Interview questions

- 10.3.1 Interview questions must be related directly to the Job Description and Person Specification for the post. For example, candidates should not be asked questions about their ethnic origin or that of their family or how they would react to a supervisor of a different sex or race.
- 10.3.2 Agree with your panel what you need to find out from the candidate and what questions you intend to ask about the new job, to ensure all areas of the application form are adequately explained. Interviewers **must** keep adequate notes of the interview including reasons for selection or non-selecting, using the Interview Assessment Form. An Interview Assessment Form is attached at Appendix 6.
- 10.3.3 Start with the candidate explaining about their previous post and its relevance to the new job - this helps them to settle in to the discussion and to talk about familiar ground.
- 10.3.4 Questions should be 'open' and ask for real examples of past experience. Avoid - "what would you do if" ... questions as they do not measure past performance. Avoid closed questions - if the candidate is asked to agree with a panellist " you appear to have sufficient experience for this job" - they will!
- 10.3.5 Listen to the answers to your questions and to the answers given to other panel members; you may not think the question has been answered fully and you can return to it again and seek clarification.
- 10.3.6 Avoid rambling questions, you should be clear and succinct; you want to give the candidate the maximum opportunity to speak.
- 10.3.7 If a candidate asks you something you don't know - offer to find out and get back to them, don't guess.
- 10.3.8 Use a standard checklist of all the employment questions you or the candidate may need to ask. You will want to know about annual leave

plans and when the candidate can start; the candidate will want to know about the job, pay and benefits.

10.3.9 An appointing officer will want to establish the type of adaptations/help that can be offered to accommodate a disabled person and it will therefore be acceptable to discuss with a disabled applicant what the real effects of the disability might be or what assistance would be required to enable them to fulfil their role. Such a discussion should not, of course, be conducted in such a way that would itself give the disabled person any reason to believe they will be discriminated against. Rather than ask 'how will you cope with the job' ask 'what reasonable adjustments would you require'.

10.3.10 Interviewers should verify with the candidate that the sickness absence record on the application form is correct and should ascertain the reasons for the absence. Care should be taken if the absence is related to a disability or past disability. If there is any doubt/concern, this should be discussed with the Human Resources Department.

10.4 ID Documents

10.4.1 The list of documents that candidates are required to produce at interview are sent out to candidates and the interview panel by Employment Services.

10.4.2 The Appointing Officer must ensure that they have seen original copies of relevant ID documents. All details should be thoroughly checked and the appointing officer should be confident that the documents presented relate to the candidate who has presented them. The UK Border Agency guidance on document checks is as below:

- ◆ You must take all reasonable steps to check that the document is valid and satisfy yourself that your prospective employee or current employee is the person named in the document, and check that the documents allow them to do the work in question.
- ◆ For each document presented, you should: check any photographs are consistent with the appearance of the employee (this means you must see them in person); **and**
- ◆ check any dates of birth listed are consistent across documents and that you are satisfied that these correspond with the appearance of the employee; **and**
- ◆ check that the expiry dates of any limited leave to enter or remain in the UK have not passed; **and**
- ◆ check any UK Government endorsements (stamps, visas, etc.) to see if your prospective or current employee is able to do the type of work you are offering; **and**

- ◆ satisfy yourself that the documents are valid and genuine, have not been tampered with and belong to the holder; **and**
- ◆ if your employee gives you two documents which have different names, ask them for a further document to explain the reason for this. The further document could be a marriage certificate, a divorce decree, a deed poll or statutory declaration.

10.4.3 You must make a copy of the relevant page or pages of the ID documents, in a format which cannot be subsequently altered, for example, a photocopy or scan. In the case of a passport or other travel document, the following parts must be photocopied or scanned:

- ◆ the document's front cover

and any page that:

- ◆ contains the holder's personal details.
- ◆ provides details of nationality,
- ◆ contains his or her photograph, date of birth,
- ◆ signature, date of expiry or biometric details;
- ◆ contains UK Government endorsements indicating that the holder has an entitlement to be in the UK and is entitled to undertake the work in question.

Other documents should be copied in their entirety.

10.5 In-tray tests

10.5.1 It is strongly advised that in-tray tests are undertaken for roles up to Band 5. In-tray tests can include (but are not limited to) a proofreading exercise, setting up meetings in Outlook, writing an acknowledgement letter, an excel exercise, and acknowledgement exercise.

10.5.2 There are several benefits to asking candidates to undertake an in-tray test you get a good idea of:

- ◆ their time management skills,
- ◆ ability to follow instructions,
- ◆ attention to detail
- ◆ competence in computer programmes that are a requirement of the role
- ◆ planning skills
- ◆ organisational skills

10.5.3 The HR Team can provide you with some example tests and also with a login for an in-tray account.

10.5.4 Apart from the traditional face-to-face discussion of a panel interview and in-tray tests, there are other selection methods available ranging from psychometric testing and pre-interview screening to presentations to the panel and written papers on a particular topic. The Human Resources Department can advise you.

SECTION 11 – APPOINTING THE SUCCESSFUL CANDIDATE

This section guides you through the appointment process following interview.

It is important to ensure you keep candidates informed of your decision. Candidates may make judgements about you and NHS Cambridgeshire depending on the way you handle both success and failure. Unsuccessful candidates have usually worked just as hard to get the job and they are likely to apply again (and tell their friends) if their failure is handled tactfully.

Additionally, this is an important stage in order to confirm with the successful candidate any details of employment not covered at interview.

11.1 Informing candidates

- 11.1.1 An appointment cannot be made unless there are two relevant satisfactory references and occupational health clearance for the candidate.
- 11.1.2 You will have already told candidates how they will hear about the interview results; for example you could telephone them (give yourself plenty of time to reach a decision). Remember candidates may be attending other job interviews and you will want to ensure your successful candidate is going to accept your offer, so an early contact is very important.
- 11.1.3 The Appointing Officer should contact the unsuccessful candidate to inform them of the decision. If you wish formal regret letters to be sent, you must specify this on the Candidate Appointment form that you send to Employment Services. All panel members must be prepared to give feedback if requested.
- 11.1.4 You will need to be prepared to give unsuccessful candidates constructive feedback. You should prepare notes of your feedback before telephoning. If they do not appear to have prepared themselves very well or failed to respond positively to a specific question, then tell them so. Your role is to try and help them for any future interviews they might seek with us. Ensure that you do not give feedback that could be deemed discriminatory in nature.
- 11.1.5 You will need to contact the successful candidate to inform them that they are the preferred candidate. This is not the point at which a verbal offer should be made, as the references may not have been received. Please note that a verbal offer can be seen as contractually binding.
- 11.1.6 To put the offer in process, you must fill out a candidate appointment form that should be sent to Employment Services as soon as possible. From this the Statement of Main Terms and Conditions of Employment

(Contract of Employment) will be prepared. The interview matrix on ERICa will also need to be updated.

- 11.1.7 If the candidate has not previously given permission for references to be sought, they should now give permission to Employment Services so that this can be processed.
- 11.1.8 A conditional offer letter will be sent by Employment Services once satisfactory references have been received. This will be subject to Occupational Health clearance and CRB disclosure (where applicable). The letter will contain the occupational health questionnaire which should be completed and returned to occupational health. The candidate cannot commence employment until they have successfully undertaken the Occupational Health Check.
- 11.1.9 If CRB clearance is required the conditional offer letter will also contain details of how to obtain the relevant form. If the candidate requires a work permit then the offer will be made subject to this and their leave to remain.
- 11.1.10 If there is a delay in obtaining clearance from Occupational Health, or delays occur due to work permits or CRB checks, candidates must be advised not to resign from their present employer until formal confirmation has been received.
- 11.1.11 If all pre-employment checks are satisfactorily completed, Employment Services will send a final, unconditional offer letter to the successful candidate.
- 11.1.12 The appointing officer must keep the original paper based interview records for all candidates for a period of six months after the interview date. This is in case of general queries or if unsuccessful candidates claim unlawful discrimination in the interview process.

SECTION 12 – LEGAL LIMITATIONS TO THE APPOINTMENT OF STAFF

12.1 Rehabilitation of Offenders Act 1974 (Exceptions Order 1975)

12.1.1 This relates to posts where it is a requirement of the job that all convictions that might otherwise be considered "spent" or disregarded under the law, have to be declared. The NHS is a public sector employer with vulnerable clients and must ensure its integrity is beyond reproach.

12.1.2 There are only a small number of posts at NHS Cambridgeshire that are exempt from the provisions of this Act. It must be made clear at the point of entering the post onto ERICa if the post you are advertising is exempt from the Rehabilitation of Offenders Act. If you are in any doubt, please contact the HR Team to discuss.

12.1.3 Previous offences will not automatically preclude an appointment being made. Appointing Officers should use their judgement to decide whether offences stated should exclude the applicant from being shortlisted/appointed. Such judgement will be based on the suitability of an applicant in light of all the available information.

12.1.4 Offences that took place many years in the past may often have less relevance than recent offences. However, convictions for violent, sexual or serious drug offences are more likely to give cause for continuing concern than others.

In these circumstances, advice should be sought from the Human Resources Department.

12.1.5 The requirement for this declaration is on every application form. Staff already in post are asked to notify their manager if they are arrested on any charge or served with a Summons on a criminal charge. (Please refer to NHS Cambridgeshire' Disciplinary Procedure).

12.1.6 Failure to disclose a conviction when asked could result in dismissal.

12.2 Criminal Record Bureau Checks (CRB)

12.2.1 When Appointing Officers (AO) are setting up recruitment plans on ERICa, if any post requires a CRB check this needs to be highlighted when giving details about the post. This will enable the appropriate letters and forms to be generated for applicants and Appointing Officers.

12.2.2 All candidates attending interview will be asked to bring with them original documentation that provides proof of their identity and home address, plus photocopies for the Chair of the interview panel to keep.

12.2.3 Please refer to section 10.4 and the interview panel pack for details of the documentation to be checked at interview.

It is the panel's duty to check the original documentation and to obtain photocopies for the recruitment records.

12.2.4 When the panel have decided whom the successful candidate is and have made a conditional offer of employment, the successful candidate will receive a conditional offer letter, which will outline the process for applying for a Disclosure Application form.

12.2.5 Successful candidates who are to work with children should not start work until clearance has been provided. In exceptional circumstances a fast track clearance can be obtained and following this clearance the successful candidate would be able to start work but will have to work under supervision until the full CRB disclosure check has been received. Employees who work with vulnerable adults will have a Criminal Records Disclosure check undertaken.

12.3 Protection Of Vulnerable Adults (POVA):

12.3.1 From 26 July 2004, it became a statutory requirement for care providers to check if a worker they wish to appoint in a care position is included on the POVA list.

12.3.2 Enclosed with the Chair of the interview panels' file will be a declaration form stating that original documentation has been checked and the identity and home address of the candidate verified. This should be signed and returned with the successful candidate's documentation and all other paperwork to Employment Services. **It will not be possible to process the CRB application without this confirmation.**

Following receipt of the CRB form from the candidate this will be completed and countersigned and sent to the CRB for clearance.

12.4 Work Permits and Immigration Status

12.4.1 Please note that from 29 February, 2008 a civil penalty will be imposed under the Immigration, Asylum and Nationality Act 2006 if NHS Cambridgeshire employs someone who is:

- ◆ Subject to immigration control
- ◆ Aged over 16 **and**
- ◆ not entitled to undertake the work in question

Civil penalties can be up to £10,000 per illegal worker.

It is a criminal offence to knowingly employ an illegal worker. Conviction under this offence could lead to an unlimited fine and/or a prison sentence of up to two years.

It is therefore important the applicant completes the work permit question on the application form and that all necessary document checks are undertaken as per section 10.4 above.

12.4.2 For the most up-to-date information on employing candidates who have an existing visa or who require a work visa, please go to the UK Border Agency website <http://www.ukba.homeoffice.gov.uk/> and contact the HR Team.

12.4.3 Failure to keep the correct records may leave you individually liable should you employ someone not eligible to work in the EU.

12.4.4 All interviewees must be asked to produce evidence, not only those who appear by name or ethnic origin to be from outside EU. Failure to do so could lead to discrimination claims.

12.5 Statutory Rights to Practice

12.5.1 NHS Cambridgeshire requires proof of authority to practice from all employees whose right to practice is governed by a statutory regulating body.

12.5.2 Managers are responsible for checking qualifications and registration at interview. All documents should be photocopied and the successful candidates documents should be sent along with ID copies with the candidate appointment form.

12.5.3 Checks can be undertaken using a regulatory body's website. Other regulating bodies may need an individual telephone call. For details of the telephone numbers and calling codes, please contact the Employment Services Centre.

SECTION 13 – CONTRACTS OF EMPLOYMENT

The contract is also referred to as “Written statement of terms and conditions of employment” and includes any changes to the terms and conditions of an existing job or the agreement and appointment to a new job.

13.1 Types of Contracts

- **Permanent** or substantive until such time as the appropriate period of notice is given or received. **e.g.** The "normal" or standard contract.
- **Fixed-term** or for a specific job or purpose. **e.g.** maternity leave cover, career break cover or where there is a time limited project or budget for the post. Fixed term contracts should only be offered where there is a good reason. For further information please refer to NHS Cambridgeshire' Fixed Term Contract policy.
- **Training** or a type of fixed term where the return to an existing job after the training has ceased is specified. For further information about the conditions of training contracts please refer to NHS Cambridgeshire' Study Leave policy or contact Human Resources.

13.2 Drawing up the Contract

- 13.2.1 Contracts are drawn up by Employment Services through the information contained in the Candidate Appointment Form and must show: the job title; pay and deductions; hours of work; leave entitlement; rights to notice; continuity of employment and who has the authority to dismiss the employee. The content of most NHS Cambridgeshire contracts is of standard wording and uniformity.
- 13.2.2 The contract must be completed and ideally given to the employee before they commence employment and no later than eight weeks after the start of their employment.
- 13.2.3 **It is the Managers responsibility to check the details of the contract**, always read the contract very carefully to ensure it represents the job you are offering and the terms of the offer - once the contract is signed, amendments and additions cannot be achieved unilaterally.

SECTION 14 – STARTING YOUR NEW MEMBER OF STAFF

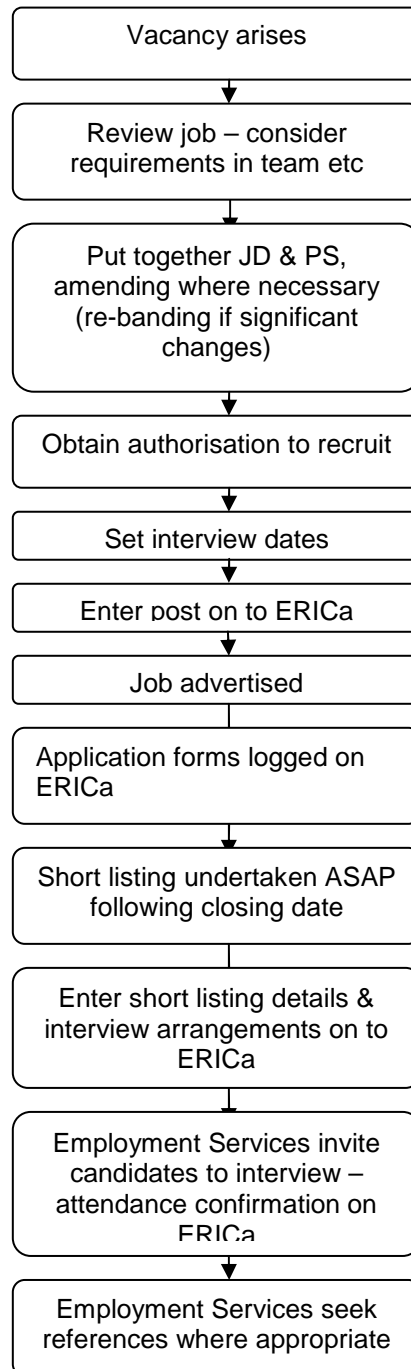
Starting the new member of staff shows the individual the value placed on them by the organisation, it is also an opportunity to establish good working relationships. The induction process ensures all new staff receive the essential information about the organisation and department and enables the individual to understand what is expected of them regarding standards of work and behaviour.

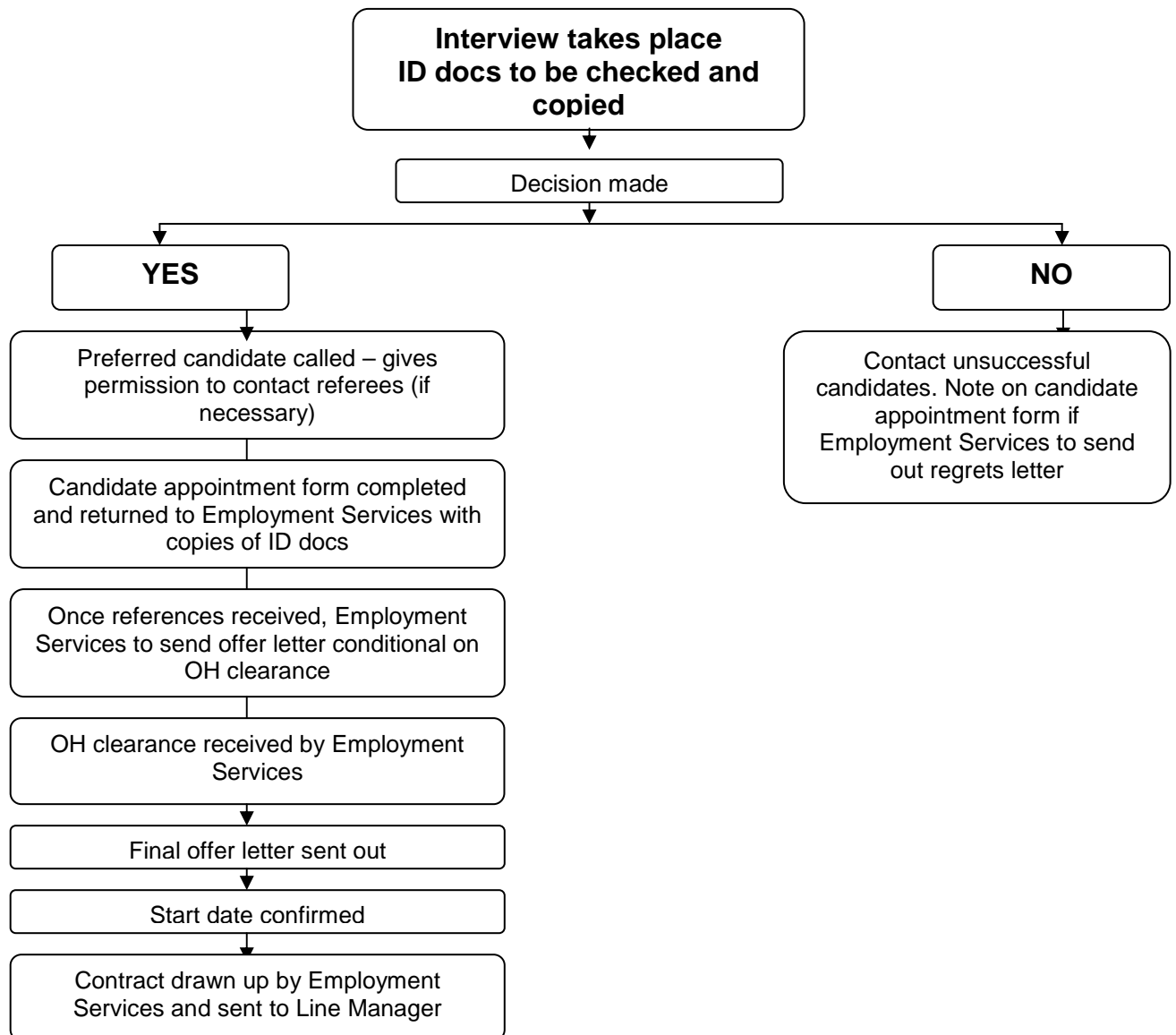
Induction

- 13.1 The Appointing Officer must ensure all practical arrangements are considered and plans made to welcome the new employee. You must ensure arrangements are in place for the new employee to be met on the first working day in the department and there is clarity about their initial working arrangements (shift, hours etc). NHS Cambridgeshire consider these issues a very important part of the recruitment and induction process and it is a Manager's responsibility to ensure the staff are welcomed into their new departments.
- 13.2 The Successful Candidate's Line Manager is responsible for ensuring there is an induction programme in place for the new starter, ensuring arrangements are made to book staff onto the induction training and other mandatory training courses, which can be organised via the HR Team, as well as working through the induction pack with the individual.
- 13.3 The individual will receive their induction pack with their contract which a designated member of the team or Line Manager will take them through.
- 13.4 The Successful Candidate's Line Manager will need to consider the IT access the individual will require, and should ensure that the individual has the relevant log on information ready for their first day

Appendix 1

Recruitment and Selection Protocol Flow Chart





Appendix 2

Guidance Notes Job Description and Person Specification

- The purpose of having a harmonised job description and person specification is to provide consistency across the county and a standard format for the way in which we draw up job descriptions for NHS Cambridgeshire. This is important as it will help NHS Cambridgeshire to develop a unified brand. We recognise there are a number of different job descriptions that exist that are not currently in this format, however for any new job descriptions that are created this format must be used.
- Any areas highlighted in **RED** will need to be edited, amended or deleted, depending on how relevant they are to the role. The areas in **BLACK** must stay in the job description.
- The bullet points need to be expanded to capture the nature of the role, please do not feel these need to be limited to only the number of bullet points on the template.
- The criteria on the Person Specification may help to highlight the way to assess the candidate. The testing methods will be dependent on the role, the criteria specified will help to determine whether a tray exercise, scenario questions or presentation is an appropriate method of testing.
- All posts must have a confirmed funded establishment before recruitment can take place.
- Where significant changes have been made to an existing, banded, job description, the job must be put forward to a job matching panel. This is arranged via the HR team. Please contact your local HR Administrator to arrange this.

Appendix 3

DIRECTORATE

JOB DESCRIPTION

POST TITLE:

GRADE:

Xx (subject to Agenda for Change)

HOURS:

Xx per week

LOCATION:

REPORTING TO:

RESPONSIBLE TO:

ACCOUNTABLE TO:

RESPONSIBLE FOR: Job titles of any direct line reports the role has (i.e.
(if the role has line manager responsibilities) Executive Assistant, Project O
etc)

Job Purpose:

- **Brief overview of post** (context of role in NHS Cambridgehire and the contribution the role makes)
- NHS Cambridgehire is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment. **(Must stay in)**

Main Duties and Responsibilities *(Insert key duties/responsibilities this will be the main part of the job description)*

1. **Nature of work** (will this role lead in a specific area and will their work impact across the organisation, what are the strategic elements of role?)
2. **Planning** *(describe planning activity. i.e. whether strategic? How long in advance? Is the planning for the post holders own day to day work?)*
3. **Any specific projects** (will the project impact across the organisation or is it specific to the department?)
4. **Patient contact** *(developing programmes of care?)*
5. **Policy development** *(needs to develop policies or processes for NHS Cambridgehire or own department?)*

Communication

1. **Include details of patient/family contact, i.e. dealing with complaints?**

2. **Important relationships job holder must maintain** (*internal/external agencies, other partner organisations, County Council*)
3. **The nature of the issues the job holder must communicate on and to whom** (*i.e. communicating to team or to the Board. The complexity and types of issues being communicated, decision-making, persuasion skills, delivering difficult news*)
4. *Providing reports, proposals to Senior Management Team, presentations, meetings*

Budgetary Responsibility

1. **Authorised signatory** (*is this a part of the role*)
2. **Required to hold a budget** (*outline which area this covers*)
3. **Orders stationary, maintain stock control**

Human Resources

1. **Responsible for day-to-day supervision of staff within a section or department** (*supervision = work allocation and checking only*)?
2. **Responsible for day-to-day management of a group of staff** (*management = responsibility for all or most of the following: grievance, disciplinary, appraisal, appointing panel member at recruitment, reviewing work performance and progress, work allocation and checking*)?
3. **Responsibility as line manager for a single function or department?**
4. **Development of staff**
5. Maintaining own professional development and requirement to take part in appraisal and KSF process

Research & Development Activity (*only leave in this heading if it is relevant for the role*)

1. **Required to undertake R&D activity** (*once a month or more frequently*)
2. **Carries out R&D activity as a major job requirement** (*major job requirement = at least 20% of working week*).

Clinical and Practice Governance

1. Observe and maintain strict confidentiality with regards to any patient/family/staff/records and information in line with the requirements of the Data Protection Act.
2. Any data that is taken/shared as part of a phone call or transported, faxed or transferred electronically must be undertaken with regard to NHS Cambridgeshire Information Governance and Information Security policies.
3. The post holder must adhere to NHS Cambridgeshire risk assessment and risk management processes

4. The post holder must adhere to infection control policies and procedures
5. It is a condition of your employment that you are currently registered with xxxx and it is your responsibility to maintain your professional registration.
6. Undertake mandatory training and any other training relevant to the role as required by NHS Cambridgeshire
7. The post holder must participate in clinical and other audits as required
8. Provide patients and their families /carers with information on standards they should expect from the team **(Leave in if appropriate)**
9. Participate in clinical supervision on a regular basis **(if appropriate)**
10. The post holder is required to participate in relevant emergency preparedness process for their team.

General

The post holder must at all times carry out his/her duties with regard to NHS Cambridgeshire's Equal Opportunities Policy.

To be aware of the responsibilities of all employees to maintain a safe and healthy environment for patients, visitors and staff.

All post holders must adhere to the code of conduct on confidentiality and be aware of and adhere to all NHS Cambridgeshire policies and procedures.

This job description is intended only as a guide to the range of duties involved. The post holder will need to be flexible and adaptable in order to respond to other duties that may be required from time to time and the changes and developments within NHS Cambridgeshire.

If this post is subject to the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975 the following must be included in the job description.

This post is subject to the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975 and as such it will be necessary for a submission for disclosure to be made to the Criminal Records Bureau to check for any previous criminal convictions. NHS Cambridgeshire are committed to the fair treatment of its staff, potential staff or users in line with its equal opportunities policy and policy statement on the recruitment of ex-offenders.

Date:

Appendix 4

PERSON SPECIFICATION

Job Title:	Grade: <i>(Subject to Agenda for Change)</i>
Directorate:	Date:

* Assessed by: A=Application I=interview R= References T=work related test

Essential Criteria	*	Desirable Criteria	*
Qualifications and Training <ul style="list-style-type: none"> <i>Please state the level of education and professional qualifications and/or specific occupational training required.</i> <i>Be specific do not add good level of education and if you are asking for qualifications such as GCSE consider whether relevant experience can also be taken into account.</i> 	A/I		
Experience <ul style="list-style-type: none"> <i>This is the proven record of experience and achievement in a field, profession or specialism. This must not include a number of years experience as this does not comply with age legislation. Level of experience can be used to demonstrate this, e.g. management of a department, service or directorate or experience of implementing strategic projects or board level involvement.</i> 			
Skills <ul style="list-style-type: none"> Technical/Work-based Skills <i>(This relates to the skills specific to the job, e.g. IT)</i> General Skills/Attributes Examples <ul style="list-style-type: none"> Standard/advanced keyboard skills and ability to communicate through IT using packages such as Word, 			

<p>Outlook, Excel and PowerPoint. <i>(it is best to be specific i.e. is it for data entry, analysis, formulas, creating a data base)</i></p> <ul style="list-style-type: none"> • Report writing skills • Project management skills • Ability to work flexibly as part of a team. • Taking minutes <i>(specify at what level i.e. for Senior Management Team)</i> • Time Management and prioritisation Skills. 			
<p>Knowledge/Understanding</p> <ul style="list-style-type: none"> • Required level of knowledge and understanding of the subject matter they will be working with <i>(specify what they need to know to function in the position)</i> 			
<p>Safeguarding and promoting the welfare of children and young people/vulnerable adults <i>(Section must be included if working with vulnerable adults and children and points should be amended to reflect the amount of involvement the role requires)</i></p> <ul style="list-style-type: none"> • Ability to safeguard and promote the welfare of <i>children and young people/vulnerable adults</i> • Demonstrates understanding of safeguarding issues • Appreciates the significance of safeguarding and interprets this accurately for all individual <i>children and young people/vulnerable adults</i> whatever their life circumstances. 			
<p>Working within Professional Boundaries</p> <ul style="list-style-type: none"> • Accepts responsibility and accountability for own work and can define the responsibilities of others • Recognises the limits of own authority within the role • Seeks and uses professional support appropriately 			

<ul style="list-style-type: none"> • Understands the principle of confidentiality • Demonstrates professional curiosity 			
<p>Emotional Awareness <i>(Section must be included if working with vulnerable adults and children and points can slightly be amended to reflect role)</i></p> <ul style="list-style-type: none"> • Demonstrates empathy for the concerns of others • Listens to and understands directly and indirectly expressed feelings • Encourages others to express themselves openly • Manages strong emotions and responds constructively to the source of problems • Shows respect for others' feelings, views and circumstances • In highly stressful situations keeps own feelings in check, takes constructive action and calms others down. • Has a range of mechanisms for dealing with stress, can recognise when to use them and does so 			
<p>Self-awareness <i>(Section must be included if working with vulnerable adults and children and points can slightly be amended to reflect role)</i></p> <ul style="list-style-type: none"> • Has a realistic knowledge of personal strengths and areas for development • Can demonstrate flexibility of approach • Shows a realistic appreciation of the challenges of working with this client group 			
<p>Other</p> <ul style="list-style-type: none"> • Satisfactory Criminal Records Bureau check <i>(if appropriate)</i> • Ability to travel <i>(specify which locations i.e Countywide; between NHS Cambridgeshire offices etc)</i> • Do not add good sense of humour 	<p>A/I</p>		

or smart appearance			
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NB: The order of the list of criteria does not denote importance

Date:

Appendix 5

Example Shortlist document and scoring system

Candidate's Name	Education/ Qualifications	Experience	Skills/ Ability/ Knowledge	Qualities/ Attributes	Other Requirements	TOTAL SCORES

Suggested scoring system:

- 0 = Fails to meet criteria
- 1 = Ability to meet criteria
- 2 = Met in part
- 3 = Fully met
- 4 = Fully met plus added value

Appendix 6

INTERVIEW ASSESSMENT FORM

Post Title		Candidates Name	
Date		Interviewers	
Start time		Finish time	

Scoring:

- 5 = Fully answered showing excellent understanding**
- 4 = Complete answer showing satisfactory understanding**
- 3 = Partially answered showing some understanding**
- 2 = Poor answer showing little understanding**
- 1 = Failed to answer and shows no understanding**

Question	Expected Answers	Notes	Score
