

Health Education & Improvement Wales
Values Based
Recruitment & Selection
Policy & Procedure

Policy Owner: Director of Workforce & OD

Approved by: Executives

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1. Policy Statement

HEIW aims to be an exemplar employer and recognises that its ability to recruit the best quality staff underpins and impacts on the quality of the service it provides. The attraction and engagement of the best candidates requires application of a consistent, professional, and fair process.

HEIW defines itself by Values and Behaviours, which all staff are expected to abide by Our Values and Behaviours should underpin all Recruitment and Selection activity to ensure HEIW has the right people with the right skills. The Values Based Recruitment and Selection Policy & Procedure is designed to support managers in providing a fair, consistent, and lawful approach to the recruitment of all workers.

2. Purpose

The purpose of this Values Based Recruitment and Selection policy is to ensure we recruit:

- The best possible candidates based on their relevant merits to support the delivery of our corporate strategy
- In an equal, compassionate, and inclusive way that is consistent with employment legislation and good practice
- Through a process that supports our values
- Positively promoting HEIW as an exemplar employer of choice

Our Values Based Recruitment and Selection process and procedures that support this policy can be found within the **toolkits that are to be developed.**

3. Scope

This policy and procedure covers all activities that form part of the Recruitment and Selection process. It is applicable to all staff involved in recruitment except for casual staff or identified individuals who provide a service under Service Level Agreements (SLAs). For this policy and procedure to be effective, it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and toolkits and follows it. Ultimately, it is the responsibility of the senior management within HEIW, including recruiting managers, in conjunction with the People Team to ensure this is the case.

4. Principles

- The recruiting manager will hold the overall responsibility for the selection, appointment, and for employing the right candidate to fill the right vacancy and ensuring all vacancies are appropriately approved prior to being advertised.
- Recruiting managers should choose a method of Recruitment and Selection appropriate to the role.

- Recruiting managers are expected to make recruitment decisions based on a candidate's ability to undertake the role and demonstrate HEIW's Values and Behaviours.
- All recruiting managers and interview panel members are suitably trained and have the necessary knowledge and skills. They must have undertaken HEIW's Recruitment and Selection training and be competent in undertaking recruitment duties or be supported by an experienced Recruitment Champion.
- Work at all times within current employment legislation and best practice guidelines to ensure a fair and equitable recruitment process.
- All recruitment activities will be undertaken in line with HEIW's Values and Behaviours with an emphasis on the alignment of an individual's values with HEIW and not on experience alone.
- Ensure candidates are able to demonstrate their abilities and suitability for the position.
- Take a compassionate and inclusive approach to all stages of Recruitment and Selection.
- Promote a positive image of HEIW as an employer of choice and service provider.
- Staff will be recruited and selected in a fair, anti-discriminatory, positive and safe manner, and will not receive less favourable treatment based on any Protected Characteristic.
- All posts will be advertised externally, unless otherwise agreed with the People Team.
- All job descriptions are required to go through formal job evaluation prior to being advertised; with the exception of medical and dental roles. Executive roles require confirmation of their JESP score from the Welsh Government.
- Actively consider Welsh language skills as part of the recruitment process to help meet HEIW's commitment to providing our service through the medium of Welsh.
- Welsh language applicants will not be treated less favourably than English language applicants throughout all stages of the recruitment process.
- Ensure that all shortlisted applicants have a formal interview process before an appointment can be made.
- Candidates with a disability and/or are a member of the Armed Forces Community, and who meet the minimum essential criteria will be offered an interview.

- Make reasonable adjustments should people with disabilities apply.
- We will endeavour to have diverse interview panels, which are representative
 of the communities we serve, but as a minimum must be mixed gender. Any
 variation is subject to People Team agreement.
- Interview panels for all Band 8a and above roles must include a People Team representative or HEIW Recruitment Champion who will act as an active member of the panel.
- Ensure that all offers of employment are conditional and subject to preemployment checks, including Disclosure and Barring checks and professional registration (if appropriate).
- Ensure that new staff are welcomed and settled into their role in the organisation and enable them to become effective as soon as possible through a carefully planned local induction programme with the line manager.
- Data is held securely and is destroyed in line with the Data Protection Act 2018 NHS Records Management Code of Practice. Only information essential to the recruitment decision will be obtained and will be kept in accordance with the Act and NHS Code of Practice.
- If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant, they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.
- The People Team are available to provide advice and guidance to recruiting managers on legislation and principles that govern the Recruitment and Selection process.

5. Roles & Responsibilities

5.1. Recruiting manager

The recruiting manager will:

- Hold the overall responsibility for the appointment and for employing the most appropriate individual/s to fill vacancies. They should recruit and select staff in a fair, anti-discriminatory, positive and safe manner in accordance with the principles outlined in this policy.
- Attend HEIW's Recruitment and Selection and NWSSP's TRAC system training courses.
- Ensure that all new/revised posts are formally banded before they are advertised and that formal authorisation to recruit has been sought.

- Liaise with the People team, Finance and Departmental Director to determine whether a vacancy is a replacement post, a new post that requires a gateway form or an existing post which requires revision.
- Advise applicants of the closing date and potential dates for shortlisting and interview via the TRAC system.
- Lead the shortlisting and interview panels and inform both successful and unsuccessful candidates of their interview outcome.
- Ensure that all stages of the TRAC process are progressed in line with recruitment KPIs ensuring candidates are moved through the process in a timely manner to enable the NWSSP recruitment team to undertake their actions in line with KPIs. The KPIs are shown in Appendix 1).
- Be responsible for ensuring their new starter receives a comprehensive, carefully planned induction programme.
- Build rapport with the candidate and to help them feel relaxed and at ease throughout the recruitment process.

5.1. People Team

The People Team will:

- Provide professional HR advice and guidance to recruiting managers on legislation and principles that govern the Recruitment and Selection process, including approval process, banding, appropriate documentation and methods of assessment etc and oversee any key decisions, i.e., closing a vacancy early, extending an advert etc.
- Responsibility for approval to the recruitment process and governance.
- Assist with review, monitoring, and audit arrangements in partnership with NWSSP and the Welsh Language Team and provide commentary on performance against Key Performance Indicators (KPIs).
- Act as a formal and active interview panel member for posts of Band 8a and above in the absence of an available employee Recruitment Champion.
- Provide joint approval with the Department Director, following risk assessment for an external candidate to commence before all pre-employment checks are complete.
- Monitor and review the recruitment process and supporting policies/guidance.
- Provide training and coaching to all people managers across HEIW.

5.2. HEIW Executive Team

The Executive Lead for each directorate is required to provide approval for all new posts via the TRAC authorisation process.

5.3. Recruitment Champions

Provide Recruitment and Selection process advice and guidance to recruiting managers and the principles that govern the Recruitment and Selection process.

Act as a formal and active interview panel member for posts of Band 8a and above.

5.4. Finance Team

The Finance Team are responsible for giving approval via the TRAC authorisation process that the necessary funds are available to support the recruitment to any vacant post.

5.5. HEIW Data Analytics team

The HEIW Data & Analytics Team are responsible for assigning all new posts with a position number and confirming the position number of all pre-existing posts via the TRAC approval system.

5.6. Recruitment Team at NHS Wales Shared Service Partnership (NWSSP)

The recruitment team at NWSSP will provide administrative support to HEIW regarding the recruitment and selection of staff. NWSSP work in partnership to ensure compliance with relevant legislation, policies, and procedures. NWSSP are responsible for onboarding and the completion of pre-employment checks with the exception of executive level appointments, where HEIW will undertake pre-employment checks.

5.7. Occupational Health

On behalf of HEIW, Cardiff and Vale Occupational Health Department will process employment screening and appointments as necessary, providing an appropriate clearance report on the prospective employee's suitability to work. Where a prospective employee identifies any reasonable adjustments or if any adjustments are identified as part of the pre-employment health screening process Occupational Health will be asked to provide advice on what adjustments are required.

5.8. Welsh Language Team

The Welsh Language Team are responsible for translating all job descriptions prior to advertising, all advert text and job requirements relating to the shortlisting criteria in TRAC.

They will advise on any equality issues arising from this process and on the application of this policy. They will also monitor applications on an annual basis and report to the

Equality and Welsh Language Forum and Board, recommending appropriate action where necessary.

5.9. Payroll

Payroll will set-up appointees on the Electronic Staff Record (ESR) in order to ensure that they receive payment in line with their appointment, and in a timely fashion.

5.10. Trade Unions

The Trade Unions will work in partnership with the People Team to approve and review the policy, and to ensure that HEIW has a transparent and inclusive Recruitment and Selection process.

DATA PROTECTION

Under the UK General Data Protection Regulation (UK GDPR), employers must comply with the principles for processing personal data and protect against its unauthorised access and disclosure. Individuals have the right to request access to any personal data that is being processed. Thus, an individual who has applied for a job, whether successfully or unsuccessfully, may submit a request to the employer in respect of access to any file containing data about them, for example interview notes. Under the UK GDPR, the time limit for responding to a valid subject access request is one month from the date of receipt. However, if a request is complex, the employer can extend the time period for response by a further two months.

EQUALITY

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

POSITIVE ACTION

HEIW is committed to ensuring it is inclusive in terms of recruiting and selecting from a wide and diverse pool of people and where appropriate, will take necessary steps to encourage people from diverse groups that are under-represented or with a past track record of disadvantage or low participation to apply for jobs.

MONITORING & REVIEW

This Policy and Procedure will be reviewed every three years by the People Team. Where review is necessary due to legislative change, this will happen immediately.

The implementation of this Policy and Procedure will be monitored on an ongoing basis by the People Team, and any breach in the Policy and Procedure will be reported to HEIW's Director of Workforce & OD.

PROCEDURES

1. Identifying a Vacant Post

Before deciding to fill a vacancy, the recruiting manager may find this checklist useful:

- Is all the work being done by the post holder still necessary?
- Can the work be absorbed by re-organising existing resources?
- Has the job changed? If so, have you revised the job description and person specification? Does the job require AFC job evaluation and matching?
- Is it a new job? Have you written the job description and person specification? Has the job been AFC job evaluated and matched?
- Can skill mix be considered as an alternative?
- What funding is available? Will the job be permanent/temporary/fixed term/ secondment?

Advice concerning any of the above is available from the People Team.

2. Recruitment Establishment Gateway

The Establishment Gateway process is a new sign off process for posts being added to the HEIW staffing establishment structure. It does not change any of the upstream funding or approval process but creates a single and reliable source of information for sign off purposes that can be referred back to in determining how posts have been created.

The process is based on a single sheet, control document called **the Gateway Change Request**. This is completed by the recruiting manager for each new post, reviewed by the People Team Business Partners in collaboration with the Finance Team and approved by the Director of Workforce & OD weekly to be added to the Establishment Gateway organisational chart and released to advert.

The Gateway Change Request form is an additional form but is not onerous. It only requests information that should already be known by the recruiting manager and /or been part of the original business case.

This applies to all new posts including those already agreed through IMTP, using reallocated budget within Department / Directorate i.e., change of band attached to an existing post or movement of funding between existing posts, or between Directorates, and creation of new posts with new or existing, recurrent or short-term funding.

Directorate, Finance and Workforce Analytics sign-off will still be required through TRAC, where appropriate.

Exceptions

- Changes to hours, job titles or fixed term end dates can continue to be actioned via the <u>Change Form</u> sent to Payroll (NWSSP.Payroll.HEIW@wales.nhs.uk) and People Team (HEIW.People@wales.nhs.uk) copied-in.
- Flexible working requests, acting-up and re-banding should follow the established processes.
- Requests for agency workers should still be authorised using the one page
 <u>Change to Establishment form</u> signed and sent to People Team (HEIW.People@wales.nhs.uk)
- Like for like recruitment can still go straight onto TRAC.

These should be discussed with the People Business Partner before being actioned.

3. Appointing to a Vacant Post without Advertising

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

Should the post then become available on a permanent basis at a later time, it may not be necessary to repeat the standard recruitment process. A manager may wish however to readvertise the post at this stage to a wider pool of candidates. Consideration should be given due to the length of time an individual has been in a temporary post. Managers should seek advice from People Team where this is being considered.

Appointing to a post without advertising should only be done where it can be demonstrated that the initial selection for the post was made fairly and equitably, i.e., other people were also given the opportunity to apply and compete for the post.

Temporary appointments should be reviewed by the relevant line manager between 10 and 12 months after appointment in order to decide whether the temporary position can be ended, and the worker confirmed in the position.

4. Ring Fencing/Redeployment

The 'ring fencing' of vacancies would normally only apply where staff are at risk as outlined in the NHS Wales Organisational Change Policy.

Vacant posts may also be used to redeploy staff who require alternative employment as a result of ill health in line with the provisions of the <u>Managing Attendance at Work</u> Policy.

Where managers are considering 'ring fencing' vacancies for any other reason, they must first discuss with a People Business Partner and local Trade Union Representative prior to doing so.

5. Developing / Reviewing a Job Description and Person Specification

Having decided that a vacancy exists and has been approved, a Job Description and Person Specification must then be completed for the post. If it is an existing post, then the current job description and person specification should be reviewed, and any necessary changes made. If it is a new job, the job description and person specification should be developed at this stage.

The job description must summarise the role and responsibilities of the post holder in a concise and accurate way. By doing this, a recruiting manager is more likely to attract a pool of suitable applicants.

The person specification must define the qualifications, skills, experience, knowledge, and aptitudes etc. that are required by a person to fulfil the role. The criteria must be categorised as either essential (the minimum standards required to perform the job adequately) or desirable (the standards which will enable the person to perform the job more effectively). The assessment criteria should also be identified in the person specification as:

- Assessed at Application Form/Shortlisting Stage
- Assessed at Interview
- Assessed via a Test
- Assessment Centre
- Presentation

The criteria used should be competency and values based to enable candidates to demonstrate at the application and interview stages how they meet the necessary criteria.

It is important that the criteria used in the person specification are completely justifiable in order to demonstrate that decisions are made on merit.

All new job descriptions and person specifications for Agenda for Change (AFC) roles must be prepared and evaluated in line with the Agenda for Change (AFC) job evaluation procedure. If an existing job description has been reviewed and changes made, please contact the People Team to discuss and decide whether the job requires an AFC re-evaluation. Only Agenda for Change (AFC) job descriptions with valid CAJE reference numbers can be used for advertising vacancies.

A template job description is available from the People Team.

Generic job descriptions also available for use and can be found on the <u>People Intranet</u> pages.

6. Advertising a Vacancy

The majority of jobs will be placed on the NHS jobs website where applicants are required to apply online. Where alternative external advertising is requested, the recruiting manager in conjunction with the People Team will agree the most efficient and effective method of advertising e.g., newspapers, professional journals, websites, social media etc.

Where a vacancy is to be advertised internally only, HEIW's internal communications channel should be used by the recruiting manager.

It is recommended that all vacancies, internal or external, are advertised for at least two weeks /14 calendar days to include two weekends, but ideally for four weeks, to ensure it is seen by the largest number of people.

Once open, adverts in TRAC can only be closed early or extended by the NWSSP Recruitment Team. Both require justification e.g., exceptionally high or low volume of applications or ring-fencing as defined above and require authorisation from the People Team. Technically, it is much easier to extend the advert before it has closed and also sends a better message to the candidates that have already applied, rather than see the job apparently being advertised again before they have received an outcome for their application. Typically, NWSSP will need at least two days' notice to action either.

7. Shortlisting

Shortlisting should wherever possible be completed within 3 working days of the closing date.

The shortlisting panel should consist of at least two people; one should be the recruiting manager.

The shortlisting process is an online process. The recruiting manager is sent the link to the candidate review pages on TRAC along with instructions on how to use online shortlisting. If required, the shortlisting panel can contact the People Team or Recruitment Champion with any queries about online shortlisting.

During the shortlisting process the panel must ensure:

- They take the time to properly scrutinise all applications
- They are consistent in considering all applicants
- They highlight any gaps to be explored at interview

As HEIW is positive about employing people with a disability, all applicants who declare a disability who meet the minimum essential criteria should be shortlisted and invited to interview. Applicants who have declared that they have a disability are identified on TRAC as having two ticks next to their application number.

Shortlisting decisions and rationale must be captured online. Recording these decisions ensures that recruiting managers are able to provide feedback to candidates who request it.

8. Selection Methods

The recruiting manager should plan an appropriate selection process; a range of measures to assess the competence of applicants is more likely to result in a successful appointment. Advice on values-based interview methods and assessments can be provided by the People Team. Due to the requirement to design and plan assessment centres, a recruiting manager should contact the People Team well in advance of any vacancy being advertised should they wish to hold an Assessment Centre.

8.1. Interviews

Every effort should be taken to ensure the interview panel is diverse and representative of the communities we serve, but as a minimum must be mixed gender. Any variation is subject to People Team agreement.

It is the responsibility of the recruiting manager to ensure the interview panel prepare interview questions in advance of the interview day and to ensure that all interview criteria within the person specification marked as "E" are assessed. Questions should test and probe for evidence of whether a candidate meets the competencies at the required level. Each candidate should be asked the same questions, although further probing may be undertaken if required. Reponses should be scored and applied consistently across all candidates.

Those involved in the interview should ensure they focus on the needs of the job and skills needed to perform it effectively and make notes throughout. All interview notes should be retained for 13 months by the panel members and/or recruiting manager. Interviewers should be mindful that interviewees can request to see the interview notes.

8.2. Assessment Centre

An assessment centre is a combination of tasks and activities that test an individual's suitability for the job. In HEIW, recruiting and selecting based on values and compassion is a method of attracting and selecting staff whose personal values and behaviours align with the organisation's core value of compassion. It is an approach to Recruitment and Selection that ensures the Values and Behaviour of the candidates indicate a strong orientation of compassion towards others. The recruitment process also communicates the commitment of the organisation to a core value of compassion at an early stage.

Values-based Recruitment and Selection with a compassionate lens seeks to ensure that staff have not only the right skills, but the right value of compassion to deliver high-quality patient care and experience.

Compassion can be measured using the four elements: Attending, Understanding, Empathising and Helping. During recruitment those responsible for making decisions can explore compassion amongst potential recruits in several ways such as:

- Pre-screening
- Interviewing Techniques such as Structured Interviews, Role Play, Stakeholder Panels, Presentations or Response to Scenarios
- Assessment Centre Approaches
- Psychometric Instruments
- Written Tests

8.3. Reasonable Adjustments

It is the responsibility of the recruiting manager to ensure that a candidate with a disability's needs are taken into consideration prior to attending the interview, and that reasonable adjustments are made for that candidate if required. Contact the People Team for further advice.

HEIW is committed to a more equal Wales. The Socio-economic Duty 2021 is designed to reduce inequalities of outcome because of socio-economic disadvantage with the aim to contribute towards a fairer and more prosperous Wales. Recruiting managers should take steps to ensure that they understand the needs of those engaging in the recruitment process, particularly those who suffer socio-economic disadvantages. Through clear and open communication, line managers should take a tailored approach to candidates' needs through reasonable adjustments to remove any barriers to equal access to opportunities.

These could include:

- Considering if a virtual interview is more appropriate based on travel expenses (HEIW do not cover travel expenses for interviews)
- Considering dress codes for interview
- Using appropriate language where appropriate, adopting a more informal approach
- Checking a candidate's levels of access to devices and the internet for virtual interviews

9. Making an Employment Offer

Candidates should be informed of the outcome of the interview as soon as possible. This should be done verbally by the recruiting manager or appropriate panel member.

To avoid dis-engaging second and third preferred candidates, the first preferred / successful candidate should be verbally offered the post in advance of rejecting the other candidates. It should be explained that the offer is being made on condition of successful pre-employment checks. The candidate may not want to resign until these checks have been completed, but they should be warned that HEIW will now be seeking to contact their referees, including their current employer. Verbal notification should be given to unsuccessful candidates as soon as possible after the successful candidate has verbally accepted. Detailed feedback should not be given at this stage, but supplied at a later date, if requested.

10. Pre-employment Checks (PECs)

All pre-employment checks will be undertaken in accordance with NHS Employment Check Standards.

It is the recruiting manager's responsibility to check and approve all references via the TRAC system. Failure to do so promptly may delay the candidates start date.

Where evidence of qualifications is not provided, the recruiting manager will be contacted to confirm they are happy to continue with the recruitment based on a risk assessment, i.e., no qualification is held, but the candidate has the equivalent experience.

11. Agreeing a start date

Starting dates should be agreed in line with the 'Recruiting Manager Guidance – Agreeing and Entering a proposed start date. A proposed start date can be agreed once a verbal offer of appointment can be agreed in line with notice periods subject to a minimum of 3 weeks. The proposed start date is subject to completion of the following employment checks:

- Identity (ID Check)
- Right to Work (Visa/Work Permit)
- Occupational Health
- Professional Registration

Other employment checks will be obtained but will not prevent the appointee starting if outstanding at the point of proposed start date.

The proposed start date will be included in the offer letter. Once the employment checks are okay, the Electronic New Starter Form (NAF) will be sent to the recruiting manager. Part 1 of the NAF should be completed as soon as possible before the actual start date. Submitting the NAF will trigger a notification to Recruitment to confirm the start date and allowing a contract to be issued prior to the start date. Any outstanding pre-employment checks will need to be completed.

12. Starting Salary and Incremental Dates

All employee promotions and incremental dates should be determined in line with Agenda for Change Terms and Conditions of Employment unless HEIW has reason to make a variation. Any variation to Agenda for Change Terms and Conditions of Employment should be discussed with a member of the People Team prior to an agreement being made with the employee.

Section 1.17 of Agenda for Change Terms and Conditions of Service confirm that basic pay on promotion will be set at the minimum pay-step point of the new pay band. The pay step date will be reset to the date the employee starts in the new pay band.

In line with Section 2 of Agenda for Change Terms and Conditions of Service, the incremental date for newly appointed or promoted staff will be the date they take up their post.

For medical and dental staff, the starting salaries will be determined in accordance with the relevant Terms and Conditions of Service.

HEIW has an agreed process for confirming the starting salaries for staff on Cardiff University (CU) terms and conditions of service who move to Agenda for Change terms and conditions of service. Please contact the People Team for further information.

When an internal candidate or a candidate from another NHS organisation is offered a job that is at a higher pay band, pay should be set at the minimum of the new pay band. However, if this would result in no increase either because the individual is receiving a bonus or recruitment and retention premium or because they are at the top of the band, the individual would go to the first pay point in the band which would result in an increase in pay.

When an internal candidate or candidate from another NHS organisation is offered a job that is at the same pay band as their current role, they would normally move across on the same pay point.

When an internal candidate is appointed to a new role, and they move up only one pay point, their incremental date will remain the same. Where they move up two or more pay points, their incremental date will become the anniversary of the date of change.

All new starters will be appointed at the bottom of the pay band. In exceptional circumstances and in recognition of relevant experience gained outside the NHS, the authorisation for a successful external candidate to be appointed further up the pay scale may be sought using the Request to appoint above minimum salary band form prior to a salary offer being made. Authorisation must be granted before confirming the starting salary with the applicant.

When seeking written approval for recognition of previous experience, the recruiting manager and the manager considering the request should take into consideration the impact of the decision with regards to equality, precedence and impact on current employees.

13. Withdrawing an Offer of Employment

If, after careful consideration it is decided to withdraw the conditional offer of employment, the grounds for withdrawal must be made very clear by the recruiting manager e.g., due to unsatisfactory references or other pre-employment checks. For the offer of employment to be withdrawn the reasons for the decision for withdrawal will be made in writing to the applicant. This decision must be made in conjunction with advice from the People Team.

It should be noted that an applicant has the right to request all documentation relating to their offer of employment and the subsequent withdrawal of employment

14. Feedback

As an employer of choice, it is important to offer verbal feedback to all applicants at all stages of the recruitment process. Feedback would normally be provided by one of the shortlisting panel members (at the shortlisting stage) and one of the interview panel members (at the interview stage). Requests for written feedback should be discussed with the People Team before being provided to the applicant.

The People Team will contact the recruiting manager if any requests for feedback are received.

If recruiting managers are unsure of how to deliver constructive feedback to candidates, please contact the People Team for support.

15. Sponsorship

HEIW is unable to sponsor any applicant who does not have the right to work in the UK. Successful applicants are required to gain their own sponsorship before being able to take up a post within HEIW.

Applicants who state that they do not have the right to work in the UK at application stage and are deemed appropriate to be shortlisted for interview, should be invited to interview. Failure to do so could lead to a discrimination claim under the Equality Act. Managers are advised to inform such candidates of HEIW's inability to offer sponsorship and, if they are successful at interview, they will need to apply and gain their own sponsorship before commencing their post.

16. Disclosure and Barring Service (DBS) Checks

DBS checks are not routinely required for HEIW employees other than those at Executive Director level. However, there may be some posts, e.g., posts working with children and/or vulnerable adults, financial roles, whereby a DBS check may be required and recruiting managers should contact the People Team for guidance.

There is no eligibility requirement for a basic DBS check. However, if you are considering asking a person to apply for a standard or enhanced DBS check, as an employer, you are legally responsible for making sure the job role is eligible.

17. Expenses

Interview expenses are not payable under any circumstances.

18. Temporary Movement into a Higher Band

An opportunity for a temporary movement into a higher pay band would occur, usually (but not exclusively) in the following circumstances:

- A vacancy has arisen that has not yet been filled but there is a requirement for the post to be covered
- Cover for a member of staff who is on long-term sick leave / maternity leave / adoption leave/career break
- Short-term opportunity/project work at a higher level of responsibility (it is strongly recommended that a revised job description is produced, and AFC evaluated).

Staff on Cardiff University contracts who move temporarily into a higher pay band will ordinarily need to move to NHS Terms and Conditions and remain so when they return to their substantive post. Staff who wish to return to their substantive Cardiff University contract once the temporary move is ceased, can do so on the proviso that they remain on their substantive CU terms and conditions, including pay, and undertake the temporary move as a development opportunity rather than a promotion.

Staff on medical and dental contract are able to act up in accordance with the appropriate medical and dental terms and conditions of service and the Gold Guide for Foundation and Postgraduate Specialty Training in the UK.

Temporary promotions are not intended to be used to cover annual leave.

Under normal circumstances, the post would be advertised internally across HEIW, and a selection process would take place in order to select the most appropriate candidate to move temporarily into the position. Where an individual has been temporarily promoted into a post via a recruitment process and the post becomes available due to the substantive post holder not returning to work, each situation would need to be reviewed individually to determine whether the post is to be offered permanently to the candidate or whether further recruitment is required.

There may be occasions where it is not appropriate to open up the opportunity to the whole of HEIW. Examples may include:

- It is a specialised position requiring specific qualifications or areas of expertise.
- The short duration of the temporary move or that there is a business requirement to fill the post urgently or quickly. In these cases, the post would be 'ring-fenced' to certain members of staff.

In any case, where a manager believes that a post should be ring-fenced or restricted in any way, they must seek approval from the Director of Workforce & OD in the first instance and, where it is appropriate, Trade Unions may be consulted before a decision is made. Where recruitment is limited due to the short-term nature of the post, or no recruitment takes place and the post becomes available on a long-term or permanent basis, a further recruitment exercise should take place to open up the vacancy to the wider HEIW.

A temporary promotion to a post in a higher pay band will not normally be for periods of less than one month and would not normally exceed 12 months, except in cases

where the substantive post holder is absent for longer than 12 months, for example if on a career break, long term sick or maternity leave.

Pay should be set at the minimum of the new pay band. However, if this would result in no increase either because the individual is receiving a bonus or recruitment and retention premium or because they are at the top of the band, the individual would go to the first pay point in the band which would result in an increase in pay.

Where there has been more than one extra pay point awarded, then the incremental date for the period of the temporary promotion becomes the date that the appointment commenced. When the temporary promotion period has ended, the individual will revert to their previous incremental date. Where temporary promotion has resulted in the individual moving up only one extra pay point, there will be no change to their incremental date and should the individual be confirmed into this post as a substantive arrangement there will be no change to their incremental date.

When the temporary promotion period has ended, the spine point they return to should take into account the time spent on the temporary promotion.

Advice is available from the People Team regarding temporary promotions and pay and incremental points.

All temporary changes must be advised in writing to the candidate and a copy must be placed on the personnel file in addition to the relevant ESR documentation which is to also be completed by the line manager to implement the change

19. CONTRACT OPTIONS

Permanent and Fixed Term Employees with a Contract of Employment.

All individuals engaged with HEIW with a contract of employment must be paid via payroll and enrolled into ESR. HEIW incurs employer costs for national insurance and pension contributions, and deducts tax, employee's national insurance and pension contributions.

Agenda for Change

All employees or workers; with the exception of doctors and dentists, will be contracted under Agenda for Change pay and conditions of service.

Medical & Dental Contracts

Doctors and Dentists who are employees or workers will be contracted under relevant Medical and Dental pay and conditions of service.

Secondments (Inward & Outward)

Secondments occur when an employee is transferred temporarily from their substantive post to another post either in the same or another organisation. The secondee would remain on HEIW's payroll and be paid the appropriate band for the role for the duration of the secondment.

For staff on Cardiff University contracts the expectation would be that they would move onto Agenda for Change pay terms and conditions for the duration of the secondment and then remain on AFC pay and conditions following return to their substantive or similar post at the end of the secondment.

Casual Workers

Casual workers are workers that are engaged on an ad hoc basis for specific periods of time to cover short-term gaps or to work on specific and time limited tasks. They are sometimes called Bank staff. Casual Staff should have agreed terms of engagement that confirm the hourly pay and entitlement to annual leave in accordance with the working time directive. Casual workers should be enrolled onto and paid via ESR.

Service Level Agreements (SLAs)

Service level agreements may be used where staff from other organisations do work within HEIW, but do not become an employee of HEIW or join HEIW via a secondment. They may work for HEIW for a specific period of time or for a fixed amount of time during the working week. The individuals are not employees of HEIW, and their employer is reimbursed for the time that they work for HEIW including employer costs.

20. Temporary Staff via Recruitment Agencies

Temporary agency staff are used to cover short-term vacancies or short-term additional resource needs. Agency workers are employed and paid by the recruitment agency. The individual must submit weekly timesheets for authorisation by the recruiting manager for submission to the recruitment agency, who will invoice HEIW. Approval processes are in place to ensure that all temporary staff are approved as part of the staffing establishment and whether this is to a vacant post or short-term additional resource. The documents and processes are detailed in the toolkit.

21. FIXED TERM CONTRACTS

A fixed term employee is defined as a person with an employment contract with the organisation they work for, and their contract ends on a particular date, or on completion of a specific task.

Examples of these include:

- Employees who have contracts for a short period for a task or project that ends when the period expires, or the task is completed
- Fixed term contracts specifically to cover for maternity, paternity or parental leave or sick leave
- Employees hired to cover for peaks in demand and whose contracts expire when demand returns to normal levels

Regulations exist to prevent fixed term employees being less favourably treated than similar permanent employees and to limit the scope of using a series of fixed term contracts to employ the same person in a "permanent" position.

Fixed term contracts should only be used when the post in question is task/funding limited and should be advertised to state the reason for the fixed term contract, i.e., maternity, limited funding.

If fixed term employees have their contracts renewed, or if they are re-engaged on a new fixed term contract when they already have a period of four or more years of continuous employment, the renewal or new contract takes effect as a permanent contract unless one of the following applies:

- Employment on a fixed term contract was objectively justified; or
- The period of four years has been lengthened under a collective or workplace agreement

Fixed term contracts may be renewed beyond the four-year period provided the renewal is objectively justified. This renewal will be justified on objective grounds if it can be shown that the use of a further fixed term contract will:

- Achieve a legitimate objective
- Is necessary to achieve that objective; and or
- An appropriate way to achieve that objective

A recruiting manager must indicate the reason why a vacancy is fixed term in nature on the business case form.

An employee who has worked continually for HEIW or another NHS organisation for two years or more has the same rights to redundancy as a permanent employee.

Fixed term contracts will normally end automatically when they reach the agreed end date. It is good practice to meet with the employee one month prior to the end of their contract to confirm that their contract will be ending on a certain date and confirm in writing. If the fixed term contract is not to be renewed, an ESR termination form will have to be completed and returned to The People Team prior to the fixed term contract end date.

If a contract is not being renewed, this is considered to be a dismissal, and the employer needs to show that there's a 'fair' reason for not renewing the contract (e.g., if they were planning to stop doing the work the contract was for).

An employee may be entitled to contractual redundancy payments after 2 year's continuous NHS service if the reason for non-renewal is redundancy (subject to the terms and conditions of section 16 within the AFC Staff Handbook).

If the employer wants to end the contract earlier, it depends on the terms of the contract. If it says:

• Nothing about being ended early, the employer may be in breach of contract

• It can be ended early, and the employer has given proper notice, the contract can be ended

If HEIW wants to renew a fixed term contract on less favourable terms, the employee can negotiate with them to reach an agreement.

If an employee wants to end the contract early, they must hand in their notice in line with that which is stated in their contract of employment. If an employer ends a contract without giving the proper notice as outlined within the contract of employment, the employee may be able to claim breach of contract.

If an employee continues working past the end of a contract without it being formally renewed, there is an 'implied agreement' by the employer that the end date has changed.

The employer still needs to give proper notice if they want to dismiss the worker.

Further advice regarding fixed term contracts and in particular the ending of fixed term contracts is available from the People Team.

22. SECONDMENTS (Inwards & Outwards)

This section should be reviewed alongside the NHS Wales Secondment Policy.

Secondments occur when an employee is transferred temporarily from their substantive post to another post either in the same or another organisation. The secondee would remain on HEIW's payroll and be paid the appropriate band for the role for the duration of the secondment

The secondment of staff may be agreed both internally within HEIW and externally within the wider NHS and exceptionally with other non-NHS Bodies. Such agreements are also designed to encourage staff from external organisations to take up a secondment where available within HEIW for the mutual benefit of both organisations.

A secondment may be arranged to assist with individual development needs as a result of an appraisal or be specifically requested for project work where specific skills or specialist knowledge are required.

Secondment requests will be considered in line with business needs and may not be agreed on that basis. Therefore, it is advised that candidates seek support from their current line manager before expressing interest/applying for a secondment.

Staff who enter into a secondment will be asked to sign a secondment agreement outlining the terms and parameters of the secondment (NHS Wales Secondment Policy) This agreement will also be signed by the line manager from the respective organisations.

Any individual who agrees to undertake a secondment will be expected to keep any information, which may be made available to them as a direct result of the secondment confidential (e.g., personnel, salary, business sensitive information).

Employees on secondment with an external organisation will retain all of their Continuity of Service rights with their employing organisation.

Employees who undertake a secondment will be entitled to return to their substantive post or a suitable alternative upon completion of the secondment.

Should the secondee's substantive post be subject to organisational change, there may be a requirement to end the secondment earlier than originally agreed. This will be dealt with in line with the HEIW Organisational Change policy.

The duration of a secondment will vary depending on the circumstances. However, the minimum is 3 months and a maximum 48 months with exceptions to be arranged with the relevant line manager.

A secondment vacancy will be advertised in line with this policy.

There is no explicit obligation for a manager to release an individual to take up a secondment, but proper consideration should be given to such a request. Any refusal to allow an individual to uptake a secondment opportunity should be carefully considered and the potential long-term benefits to HEIW should not be overlooked. An explanation should be given to the employee if a request is turned down. Any disagreements should be managed using the Respect and Resolution Policy.

Once agreed, the employee's current manager and their manager for the period of the secondment will populate the secondment agreement which will include details of funding arrangements.

Where an employee wishes to pursue a secondment opportunity with an external organisation, they should approach their manager indicating that they have applied or wish to apply for an external secondment.

During the period of the secondment, the individual's Terms and Conditions will remain the same and they will continue to be subject to HEIW's Policies and Procedures. Exceptions to this will be agreed in advance between the host organisation and the seconding organisation and will be detailed in the secondment agreement.

For staff on Cardiff University contracts the expectation would be that they would move onto Agenda for Change pay terms and conditions for the duration of the secondment and then remain on AFC pay and conditions following return to their substantive or similar post at the end of the secondment.

Secondee's are responsible for reporting any reasons for absence directly to both the seconding organisation and the employing organisation in accordance with their own absence management policies.

Whilst on any secondment, employees will continue to accrue annual leave entitlements and be permitted to take annual leave to their entitlement limit with the agreement of the host organisation. Where an employee takes a period of maternity leave during the course of the secondment, accrual of their annual leave entitlements will continue to apply.

Prior to the secondment taking place the appropriate manager(s) must liaise with Finance to agree who will be funding the secondment and how the payment/recharge arrangements are to be facilitated. It is usual for a secondee to remain on the payroll of their employing organisation and for the employing organisation to recharge the organisation to which the individual is seconded.

Depending on the individual agreements it may be appropriate to submit <u>Changes</u> <u>form</u> to the People Team.

Where the grade of the secondment post is higher than the grade of the employee's substantive post, the full salary cost will be paid by the employing organisation and recovered from the host organisation. On return to the organisation, the employee will normally revert to their substantive grade and the spine point and incremental date will be treated in the same way as outlined in the temporary position section.

For the duration of the secondment the individual will be required to comply with the working/cover arrangements of the department or host employer. Any agreement to exceed/reduce their contractual working hours will be subject to agreement at the initiation of the secondment and the conditions of Working Time Regulations and will be detailed in the secondment agreement.

Any secondee should be kept informed of and consulted about any organisational change that takes place during their period of secondment. For managers who are accountable for managing the secondee, it will be their responsibility to outline at the start what their objectives are for the duration of the secondment. Managers must also conduct performance reviews/appraisals in line with local policies.

A request for an extension of an existing secondment should be considered in accordance with the needs of the organisation and be mutually agreed by all parties and confirmed in writing. If an extension is refused, an explanation should be given to the employee.

The secondment may be terminated by either party in writing with the appropriate or previously agreed notice period. Where a full recruitment process was carried out for the secondment, the individual may be offered the post, however, each situation would need to be reviewed individually to determine whether the post is to be offered permanently to the candidate or whether a further recruitment exercise is required.

The manager in the employing and host organisations should periodically review the secondment agreement and should undertake a joint formal review no later than 8 weeks prior to the end of the secondment.

23. Onboarding

Onboarding refers to the processes in which a new employee is integrated into their new role and the organisation. It includes activities that enable the new employee to learn about the role and the organisation, its objectives, culture and values. It commences from the time a start date is agreed and continues to a point whereby the

employee understands and feels confident to perform their role and understands the organisation (usually a maximum of one year).

Effective onboarding can improve employee experience and enable a new starter to become effective as soon as possible and can include activities such as regular communication prior to start date, coffee catch ups, invites to team meetings/organisational events, information sharing, office orientation and introductory meetings etc.

Please see the Onboarding Toolkit for further information on how line managers can successfully onboard a new employee.

24. Induction

Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed, the line manager/Head of Department is responsible for preparing a comprehensive induction programme for the new employee including attendance at Corporate Induction. Agency workers are also expected to attend Corporate Induction.

Guidance on inducting new starters can be found on the Learning and Development pages of the intranet.



GENERAL RECRUITMENT PROCESS KEY PERFORMANCE INDICATORS, TARGETS AND RESPONSIBILITIES

(In working days)

Step	Agreed KPI	TARGET & RESPONSIBILITY		Total
		NWSSP	HB/Trust/ Manager	Time
Step 1	Time from resignation to submitting vacancy for approval on Trac		5 days	5 days
Step 2	Time to approve/authorise a vacancy		10 days	Maximum of 44 days
Step 3	Time to place adverts live Quality check and place adverts. Internal on Trac only, external onto NHS Jobs and Trac.	2 days		
Step 4	Time to send applications to a manager after the post closes	2 days		
Step 5	Time to shortlist by manager Score against the person specification in the Trac system. Manager completes interview gateway on Trac and Recruitment will set interviews up on the system and invite candidates to interview		3 days	
Step 6	Time to invite candidates to interview	2 days		
Step 7	Time to notify Recruitment of interview outcome Manager to enter interview outcome onto Trac		3 days	
Step 8	Time to send conditional offer letter Recruitment will check original WTE approval so ensure additional approval is already received if required. References will be requested. OH form is sent to candidate to complete and return to OH.	4 days		
Step 9	Completion of pre-employment checks (PECs) Appointee to attend a face-to-face appointment to produce ID, Right to Work, Quals/Req where applicable, complete DBS check. Internal appointees may have complete records on file, if so, they will only need to complete new OH form. References will be obtained as appropriate. If different quals/DBS level are required then may need to attend a face-to-face appointment.	25 days		Maximum of 27 days
Step 10	Time to send unconditional offer letter	2 days		
	Total Time (excluding notice period)			Maximum 71 days

Step 11	Time to notify Recruitment of Start Date		3 days	
Step 12	Time for Recruitment to issue contract	Issued on Start Date		

PLEASE NOTE: All communications by email must be submitted through Trac by entering the Vacancy Communications tab, in relation to your vacancy. Once an applicant has been appointed, use the Applicant Communications tab.

Alternatively please phone the Recruitment Help Desk 02920 905353