



Recruitment and Selection Policy

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8.0	Feb 2019	Suzanne Hartshorne	A	Policy Approved Feb 19 TMG

A = Approved D = Draft

Document Author = Recruitment Manager

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If you would like to suggest amendments to this document please contact the document author.

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1. Values Statement

Our mission, vision, and strategic outcomes reflect our six core values that define YAS and all our employees. One Team, Compassion, Empowerment, Integrity, Innovation, Resilience. These core values provide a foundation and framework for all of YAS decision-making processes. We translate our values into actions, they will inspire everything we do and how we operate as an ambulance service and are reflected in our policies, practices, and assessments we implement every day.

2. Statement of Intent

- 2.1 **Yorkshire Ambulance Service NHS Trust (the Trust) is committed to delivering high quality services, and recognises that a robust and efficient recruitment process can significantly contribute to the delivery of these services. Failure to ensure a robust recruitment process can lead to increased labour turnover, increased costs for the organisation, and lowering of morale in the existing workforce.**
- 2.2 **This Policy sets out the framework within which managers should operate when recruiting and selecting staff and volunteers to ensure we are able to have the right people, in the right place at the right time.**

3. Introduction

- 3.1 This policy aims to support the delivery of the Trust's People Strategy through an open, fair and effective recruitment and selection process.
- 3.2 Effective recruitment and selection is critical to the successful functioning of the Trust. Through the recruitment process the Trust must identify individuals with the appropriate skills, experience, qualifications and values to deliver the Trust's objectives.
- 3.3 The Trust actively seeks to be representative of the communities it serves and recognises the benefits of having a diverse workforce. The Trust welcomes applications from all sections of the community.
- 3.4 The Trust is accredited as a 'disability confident' employer (previously known as 'two ticks') which means we guarantee to invite to assessment all applicants with a disability who meet the essential criteria for a job vacancy and to consider them on their ability. Reasonable adjustments for successful applicants with a disability will be made on appointment.
- 3.5 The Trust recognises it has a responsibility to provide, as far as is reasonably possible, redeployment opportunities for those employees whose employment with the Trust could be at risk.

4. Principles

- 4.1 The principles and guidance set out in this Recruitment and Selection Policy must be adhered to when carrying out any recruitment and selection process.
- 4.2 All vacancies must have a relevant job description and person specification which has been appropriately graded. By ensuring all roles are graded in line with national guidelines the Trust has assurance that all staff will receive at least the national minimum wage.
- 4.3 All vacancies including secondments/acting up will be advertised.

- 4.4 The Trust's internal redeployment register must be reviewed before any roles are advertised and recruited to. If a redeployment candidate, meeting the essential criteria applies they should be offered a priority interview (ahead of all other candidates).
- 4.5 All vacancies including secondments must be advertised and managed through the central recruitment services team. Acting up processes must be advertised across the Directorate as a minimum. All roles, band 7 and above, must be advertised for at least 2 weeks. All other roles must be advertised for at least a minimum of 1 week
- 4.6 Applicants must be shortlisted and assessed against criteria detailed in the person specification.
- 4.7 Any applicant who has applied under the 'disability confident' scheme (formerly known as the 'two ticks' scheme) must be invited to interview/assessment if they meet the essential criteria.
- 4.8 No prospective employee or internal candidate should commence in post until all appropriate pre-employment clearances have been received and are satisfactory to the Trust (see management guidance for pre-employment check information). In exceptional circumstances the Trust may be able to support the commencement of an individual who has employment checks outstanding, but this will depend upon the role, the check(s) outstanding and an appropriate risk assessment being carried out to the satisfaction of the Deputy Director of Workforce. Where checks are not satisfactory, a meeting will be held with the Recruitment Manager to determine the employment status of the individual.
- 4.9 Appointing managers are responsible and accountable for ensuring that when carrying out a selection process they take account of the timescales outlined within this policy (and associated guidance) to enable relevant recruitment and selection processes to take place and for relevant pre-employment checks to be carried out.
- 4.10 This policy embraces the principles and duties placed upon employers in the Equality Act 2010 and will ensure that all recruitment and selection processes are carried out in line with guidance contained within the Trust's Diversity & Inclusion Policy Statement and equality objectives.

5. Purpose

- 5.1 The purpose of this policy is to:-
 - Provide clear guidance to all managers involved in the recruitment and selection process within the Trust
 - Outline the timescales for the recruitment and selection process to enable managers to plan recruitment effectively
 - Ensure managers are aware of relevant legislation that should be taken into account when carrying out recruitment and selection processes
 - Ensure that the Recruitment & Selection Guidance is laid out to enable a consistent recruitment process across the Trust whilst at the same time recognising that some posts will require a more intensive assessment process
 - Ensure responsibilities in relation to recruitment and selection are clearly defined
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6. Duties within the organisation

6.1 Recruitment Team

- The Recruitment Team have a responsibility to deliver an appropriate professional and transactional service to recruiting managers

They are also responsible for ensuring appropriate employment checks are undertaken, with any anomalies being brought to the attention of the Recruiting Manager.

6.2 Managers

- Managers have a clear personal responsibility and accountability to comply with the policy and procedures.
- Managers have a responsibility to ensure this policy is communicated and implemented within their areas of responsibility.
- Managers will ensure the procedures specified within the policy are adhered to.
- Managers have responsibility for ensuring the recruitment team is provided with the relevant information and that all forms are fully completed when submitted to the Recruitment Team. Failing to complete forms correctly or provide relevant information to the recruitment department will delay the appointment process. Any incomplete forms will be returned to the recruiting manager for remedial action.
- Managers have the responsibility to ensure that any anomalies regarding pre-employment checks are completed prior to full commencement of role.

6.3 Employees

All employees and applicants are required to comply with this policy as it applies to them.

7. The Recruitment Process

7.1 The recruitment process within the Trust consists of the following stages:-

- a. Vacancy review
- b. Job description and person specification
- c. Job Matching / Evaluation
- d. Vacancy Control and Authorisation
- e. Redeployment and 'At Risk' Register
- f. Advertising a vacancy
- g. Shortlisting (including 'disability confident' scheme applicants)
- h. Selection process
- i. Conditional Offer of employment
- j. Pre-employment Checks
- k. Full Offer of Employment and Employment Contracts

7.2 On average the recruitment process should take no longer than 12 weeks where no Disclosure and Barring Service (DBS) is required.

7.3 An outline of the recruitment process is attached. For further detail about the process and the pre-employment checks please refer to the *Effective Recruitment and Selection Management Guidance*.

8. Process for Review and Revision

8.1 This policy will be reviewed in three years' time unless legislative or other changes necessitate an earlier review.

9. Policy Implementation

9.1 This Policy will be incorporated in to the recruitment and selection training for managers and will be supported by inclusion in the following:

- Trust's Corporate Induction
- Local Induction
- Trust Staff Handbook
- Team meetings / briefings
- Supervision meetings
- HR learning event e.g. policy workshop, as appropriate

9.2 This policy can be located via the staff library (policies) on the Trust's intranet, from any Human Resource representative, line manager or staff side representative.

10. Monitoring Compliance and Effectiveness

10.1 The Human Resources department will conduct regular audits to ensure compliance with the standards as set out in this policy.

10.2 Compliance with this policy will be monitored on a regular basis by Human Resources (HR).

10.3 Training to support this policy will be monitored and reported by the Education and Training team.

10.4 The Human Resources department will monitor key recruitment KPIs on a quarterly basis.

11. Associated Documentation

11.1 This policy should be read in conjunction with the following Trust policies, procedures and guidance:

- Effective Recruitment and Selection – Management Guidance
- Corporate and Local Induction policy
- Disclosure and Barring Service (DBS) Policy
- Equal Opportunities Policy
- Job Matching and Job Evaluation Policy and Guidance
- Probationary Policy / Probationary Policy Management Guidance
- Professional Registration and Membership Policy
- Redeployment & 'At Risk' Staff Management Guidance
- Secondment Policy
- Secondary Employment Policy

Key Stages of the Recruitment Process

