



London Ambulance Service **NHS**  
NHS Trust

**Recruitment and Selection Policy and Procedure**

## **DOCUMENT PROFILE and CONTROL.**

**Purpose of the document:** To outline the Policy and Procedure regarding the recruitment and selection of staff.

**Sponsor Department:** Human Resource and Organisation Development.

**Author/Reviewer:** Senior HR Manager. To be reviewed by May 2016.

**Document Status:** Final

<b>Amendment History</b>			
Date	*Version	Author/Contributor	Amendment Details
28/05/13	4.1	IG Manager	Document Profile and Control update
23/05/13	3.5	Senior HR Manager (South)	Amendment to paragraphs 38 -38.3
03/09/12	3.4	IG Manager	Document Profile & Control update.
24/07/12	3.3	Deputy Director of HR	Monitoring section updated and other minor changes.
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24/05/12	3.1	Senior HR Manager (South)	Minor amendments to section 25.3 to bring in line with NHS standard guidance.
27/09/11	2.4	Deputy Director of HR	Amendments to sections 4.5 and 4.6 and the monitoring section
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**\*Version Control Note:** All documents in development are indicated by minor versions i.e. 0.1; 0.2 etc. The first version of a document to be approved for release is given major version 1.0. Upon review the first version of a revised document is given the designation 1.1, the second 1.2 etc. until the revised version is approved, whereupon it becomes version 2.0. The system continues in numerical order each time a document is reviewed and approved.

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## **1. Introduction**

- 1.1 The Recruitment and Selection Policy is designed to ensure that recruitment to the Trust, as well as promotion within the Trust, is managed in an equitable way and based on an objective assessment of candidates against the requirements of the job.

## **2. Scope**

- 2.1 The Policy applies to all applicants to the Trust and to all employees.

## **3. Objective**

- 3.1 To ensure that recruitment to the Trust and promotion within the Trust is managed in a fair and objective manner.

## **4. Responsibilities**

- 4.1 The recruiting manager/chair of panel (usually the line-manager) is responsible for the effective application of this Policy.
- 4.2 Representatives of the Human Resources (HR) department will manage/support some of the recruitment processes and advise recruiting managers as necessary in ensuring proper application of the Policy.
- 4.3 The Recruitment Department will generally be responsible for the administration of the recruitment process.
- 4.4 The Recruitment Manager will be responsible for the audit of adherence to the Policy.
- 4.5 The Deputy Director will be responsible for reviewing the audit reports and submitting it via the Senior Management Group (SMG) to the Risk, Compliance and Assurance Group (RCAG).
- 4.6 The SMG and RCAG are responsible for noting the reports and making recommendations.

## **5. Legal and best practice considerations**

- 5.1 This Policy takes into account the relevant legal and good practice considerations including the Trust's Equality and Diversity Employment Policy, the NHS Pre- and Post-employment Checks Directive 2002, NHS Employment Check Standards 2008 and as Revised 2009, the

Immigration and Asylum Act 1996 (as amended) and accords with the NHS Employers guide 'Safer Recruitment' .

## 6. Equality and diversity

- 6.1 The LAS benefits from the diversity of its staff and aims to develop a workforce that is both reflective of and knowledgeable about, the communities that it serves. At recruitment and throughout employment, individuals will be treated fairly regardless of their ethnic origin, gender, disability, sexual orientation, age, religion or belief.
- 6.2 The Trust will apply the relevant positive action measures as appropriate.

## 7. Prior to advertising

- 7.1 Exit interviews should take place for all members of staff leaving the Service. Information gained from these interviews may inform the decision on any amendments that need to be made to the job description or person specification where it has been decided to recruit a replacement for the departing member of staff.
- 7.2 A job description sets out the key tasks required in the role, and a person specification setting out the key skills, knowledge, attitudes and experience required will be prepared for all posts to be advertised (see Section 9).
- 7.3 Every job has to have been evaluated under the Agenda for Change job evaluation scheme. Any job that has not been evaluated or has been amended must be evaluated before it is advertised.
- 7.4 The Recruitment Team will ensure that appropriate permission to recruit (see **Section 13**) and establishment control procedures have been followed, and will not advertise unless satisfied that this is so (see Section 8).
- 7.5 See also **Section 14 (Redeployment)** and **Section 15** (Other matters to consider prior to advertising).

## 8. Establishing a post

- 8.1 Any new post not previously established needs to undergo the establishment control process and the necessary pro forma completed. See link below:  
[http://thepulse/uploaded\\_files/Forms/la220\\_establishment\\_control\\_form\\_and\\_procedure\\_notes\\_ib\\_hr\\_nov\\_06.pdf](http://thepulse/uploaded_files/Forms/la220_establishment_control_form_and_procedure_notes_ib_hr_nov_06.pdf)

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## **9. The Person Specification**

- 9.1 The LAS selection process focuses on the person specification for each role and identifies how well candidates meet the criteria. The Person Specification is primarily based on the job description for the post and describes the knowledge, qualifications, skills, attitudes and experience required.
- 9.2 HR advice may be sought in developing a person specification and how each criterion may be assessed within the recruitment and selection process. The person specification must be related to the job/role and must be justifiable.
- 9.3 The person specification should also reflect the NHS KSF competency set for each role. The person specification should be aimed at assessing the knowledge, qualifications, skills, attitudes and experience that a candidate is expected to have on appointment rather than those which will be developed afterwards.
- 9.4 Assessment of candidates against the person specification should be carried out fairly and transparently. It is good practice to inform candidates about how the various criteria will be tested at each stage of the recruitment process, and what, if any, priorities or weighting exists among them.
- 9.5 An equality and diversity criterion will be mandatory for all LAS jobs.

## **10. Scoring criteria**

- 10.1 If a scoring system is to be used then it must be agreed by the Recruitment Panel beforehand, and be used consistently for all candidates being assessed during that recruitment episode. The person specification can be marked as pass or fail, or marked under an agreed system.

## **11. Weighted Criteria**

- 11.1 Certain selection criteria may be given added weight in the scoring to reflect organisational or role priorities.

## **12. Recruitment Panel**

- 12.1 All Recruitment Panels must have at least two members. One of the members will act as the Chair and will be responsible for ensuring that the Recruitment and Selection Policy and Procedure have been

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complied with, including being aware of any strategic or other recruitment objectives or targets. Preferably all members of the Recruitment Panel will have received appropriate training in recruitment and selection, including relevant elements of equality, diversity and employment legislation. However, where this is not possible, the Chair must have received this training. It is not a requirement that HR should be represented on all Recruitment Panels.

- 12.2 Recruitment panels should, as far as possible, be mixed in regards to gender, ethnicity etc.

### **13. Authorisation to recruit**

- 13.1 The Authorisation to Recruit or Second form (LA221) must be completed by the line Manager for every recruitment episode: [http://thepulse/uploaded\\_files/Forms/la221\\_authorisation\\_to\\_recruit\\_-\\_june\\_2007\\_ab-sp.pdf](http://thepulse/uploaded_files/Forms/la221_authorisation_to_recruit_-_june_2007_ab-sp.pdf)

### **14. Redeployment**

- 14.1 The Recruitment Department will check all vacancies against staff who have been displaced through budget cuts or ill health. This will happen before any post is placed for advert.

### **15. Other matters to consider prior to advertising**

- 15.1 Consideration will be given to whether the job can be done on a flexible basis including job share, part-time or flexible hours and whether any conditions or requirements related, for example, to length of service, experience or geographical mobility that cannot be justified, need to be removed.

### **16. Advertising**

- 16.1 Job adverts should clearly identify relevant knowledge, qualifications, skills, attitudes and experience required for the job, as set out in the person specification. Particular care should be taken to ensure that non-discriminatory language is used in adverts. The Recruitment Department can offer advice in the drafting of adverts.
- 16.2 All vacancies for jobs or other opportunities, such as secondments, within the Trust will be advertised. Normally all vacancies/opportunities will be advertised both internally and externally. However, HR advice must should be sought in such cases where it may be appropriate to

advertise internally only, e.g. for short-term appointments, or where the cost of advertising would be unreasonable.

- 16.3 All vacancies will be advertised in the Routine Information Bulletin (RIB).
- 16.4 A statement on the Trust's commitment to diversity and the disability 'two ticks' symbol will be included on all external adverts.
- 16.5 As far as possible, the external advertising should be closely aimed at the specific group being targeted for the position. This could mean, for example, targeting professional journals for specialist roles, or particular local or community media in order to attract people from under-represented groups, such as black and minority ethnic (BME) groups. Workforce data provided by the Management Information Unit should be analysed in order to determine what groups, if any, should be targeted. These should be in line with any current strategic recruitment objectives. Careful consideration should be given before advertising roles in generic or mainstream media, as this may generate a large number of enquiries from unsuitable candidates, or proportionately larger numbers from outside the target groups.
- 16.6 Advice may be sought, via the Recruitment Department, from the Trust's contracted advertising agencies regarding how best to communicate with target groups. This may involve different forms of advertising for different groups.
- 16.7 Where possible, the impact of advertising should be tracked, monitored and evaluated. Candidates should be asked how they became aware of the role/opportunity using a list of options. Particular advertisements can be given a unique telephone number, reference number or person to ask for, that will indicate where the enquiry originated. This tracking can be done during an initial enquiry over the telephone, on the application form itself, or as part of on-line recruitment processes.

## **17. Initial filter/mandatory criteria**

- 17.1 Some roles will have certain mandatory criteria (e.g. must hold current driving licence or other qualification). Such mandatory criteria should be highlighted in job advertisements in order to save unnecessary work by potential candidates and recruitment staff. Such criteria may be screened, for example through a telephone interview or an e-recruitment website filter. Separately, and prior to full shortlisting, an initial review of candidates' meeting of mandatory criteria may be carried out.



## **18. Outreach recruitment activity**

- 18.1 Research shows that advertising alone may be sufficient to reach the majority groups in the population, but it is unlikely to attract those not already aware of the career options available. In order to increase the recruitment pool for certain jobs, it may be necessary to access certain communities to provide face-to-face information about job vacancies and the selection process itself. This is particularly true in respect of people from under-represented groups and communities.
- 18.2 It is intended that an LAS Careers Team is established. The Careers Team is made up of volunteers from within the Trust who have received training on the recruitment and selection process, job vacancies and candidate support. They will be available to attend existing community and recruitment events, and to develop LAS specific events where appropriate, in order to maximise recruitment opportunities. The focus of the Careers Team will be towards targeted groups as identified by strategic objectives and workforce planning. The Careers Team will be funded through a budget held by the Diversity Team. A recruitment plan should be developed based on the workforce plan and diversity recruitment targets.

## **19. Short-listing**

- 19.1 Prior to short-listing, candidates' personal details will be removed from the application form by the Recruitment Department. Application forms will be given a number reference.
- 19.2 Job descriptions and person specifications will be provided to the members of the shortlisting panel together with a shortlisting pro-forma devised for each specific post. Numbered application forms will then be issued to the shortlisting panel with a date of completion agreed.
- 19.3 Short-listing will be carried out by assessing candidates' applications against the person specification. Only those on the short-list will progress to the next stage of the process.
- 19.4 Completed short-listing forms should clearly identify the criteria being assessed and whether or not the candidate has met the criteria set out in the person specification. Recruitment Panel members carry out shortlisting individually. Any comments on the reasoning behind decisions must be clearly recorded on the shortlisting form. Decisions on which applicants should proceed to the next stage should be jointly arrived at by the Recruitment Panel. The short-listing process and documentation used must be clear and transparent should it need to be scrutinised.
- 19.5 All short-listing forms must be returned to, and be maintained by, the Recruitment Department in line with document retention policies.

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## **20. Interviews and other assessments**

- 20.1 Recruitment Panels will interview candidates in order to ask questions about their knowledge and experience, and to clarify or assess evidence presented on their application form.
- 20.2 Interviews will usually be conducted by the Recruitment Panel convened to assess the other stages of selection and will always be more than one person. The areas for questioning must be established prior to the interview and must be based on the person specification. Each candidate must be interviewed using the same set of base questions. Where supplementary questions are asked they must be recorded during the interview to ensure fairness throughout the process.
- 20.3 Reasons for selection and rejection will be recorded and made available to candidates if requested.
- 20.4 All candidates should be advised of the outcome of their interview in writing, regardless of whether they are also advised verbally by the interviewers.
- 20.5 If a candidate is deemed suitable for appointment but a stronger candidate is appointed to the vacancy, then he or she can be placed on a reserve list in case a similar vacancy becomes available. The list will be kept for 12 months as will other documentation relating to unsuccessful candidates.
- 20.6 Qualifications relevant to the position applied for should be verified at the interview stage, or earlier in the process if appropriate.
- 20.7 Professional Registration for clinical staff should be checked in accordance with the Policy which can be accessed at:  
[http://thepulse/uploaded\\_files/Managing/professional\\_registration\\_of\\_clinical\\_staff.pdf](http://thepulse/uploaded_files/Managing/professional_registration_of_clinical_staff.pdf)

## **21. Assessments**

- 21.1 It is good practice to use other assessment methods alongside interviews. It is essential that assessments match job requirements or, for example when using psychometric tests, that they assess candidates skills etc at a level that is appropriate for the job.
- 21.2 Assessments should be monitored and reviewed on a regular basis.

## 22. Assessment Centres

22.1 An assessment centre is a useful means of carrying out a series of assessments at the same place on the same day, enabling a range of criteria to be assessed using a variety of different methods. This variety also gives candidates different opportunities to play to their area of strength.

22.2 Typically, an assessment centre might involve:

- group exercises;
- presentations;
- in-tray exercises;
- report writing;
- one-to-one exercises;
- psychometric tests;
- interviews.

## 23. Psychometric Tests

23.1. Psychometric testing can be used to assess personality type, mental ability, English or numerical reasoning skills etc. Often these tests are required to be administered by a qualified and certified practitioner only. HR advice must be sought before considering the use of these types of assessment. Guidance on the use of Psychometric Tests is included at Appendix 1 of this document.

## 24. Employment Checks

24.1 The Trust carries out employment checks in accordance with the NHS Employment Check Standards (2008 and revised 2009). Sections 25 to 34 of this policy outline the checks that take place including the following (NHSLA Risk Management Standards 2012/13 – Employment Checks Minimum Data Set);

- Verification of identity checks
- Right to work checks
- Employment history and reference checks
- Registration and qualification checks
- Occupational health checks
- Criminal record checks
- Driving licence checks

24.2 Individuals that fail to satisfy the checking arrangements will not be appointed and will be notified in writing of their non appointment. If for any reason information relating to these checks is not provided by an organisation or individual, for example, if a nominated referee does not respond, the applicant will be given the opportunity to provide alternative referee or information source if it is practicable to do so.

## **25. Post-interview**

- 25.1. All written offers of employment, including the preparation of employment contracts, will be completed by the Recruitment Department.
- 25.2. References will be sought after interview, or at short-listing in some circumstances. The reference request will follow a set format with structured, relevant questions. The job description and person specification will be provided with the reference request. For full guidance regarding the verification of employment history and reference checks, see policy document HR006.
- 25.3. A minimum of two references covering a period of not less than three years will be obtained in line with NHS standard guidance. A final offer of employment will not be confirmed until satisfactory references have been received.
- 25.4. All documentation used in the recruitment process will be returned to the Recruitment Department and maintained in line with the Trust's document control and retention rules.

## **26. Identity**

- 26.1. It is essential that all candidates are able to prove their identity satisfactorily to the Recruitment Panel (or other LAS representative) at every stage of assessment, including Occupational Health (OH) checks, to avoid impersonation. Candidates must be informed what identification documents will be acceptable, e.g. passport, birth certificate, driving licence, etc. Candidates should not be assessed at any stage where their identity is in doubt.

## **27. Driving Issues**

- 27.1 There should only be a requirement for post-holders to hold a driving licence where there is a requirement to drive on duty regularly, and this forms a substantial part of their role, and there is no other reasonable method of carrying out their role. In these cases, the candidate must hold a valid UK driving licence with the relevant vehicle categories (e.g. category C1 to be able to drive an ambulance); or certain foreign driving licences which are acceptable within certain time limits in accordance with DVLA, and which authorise the holder to drive the same category of vehicle as the required UK driving licence.
- 27.2 Candidates who have passed all other selection criteria may be made a conditional offer of employment, provided they obtain the C1 driving

licence in a reasonable amount of time (6 weeks). If they are unable to obtain the licence, then the offer will be withdrawn.

- 27.3 Candidates who are required to hold a driving licence may have no more than 3 penalty points on their licence at the point of recruitment. This criterion is intended to avoid the situation of recruiting and training someone who maybe at risk of being disqualified from driving. Any questions regarding driving licences should be directed to DVLA.
- 27.4 Where driving licences are an essential requirement, a copy will be requested at the time of application. If not submitted, it will be requested at interview. In any event, the driving licence will always be examined by the Driving Instructor at the time of the driving assessment and the Driving Assessment Report and Driving Licence Details pro-form will be completed and placed on the personal file.
- 27.5 Any candidate or member of staff who is, or becomes, disabled such that their suitability for driving is in doubt will be referred to Occupational Health.

## **28. Convictions**

- 28.1 Some posts within the LAS are exempt from certain aspects of the Rehabilitation of Offenders Act 1974, and requires all criminal cautions and convictions to be disclosed at the application stage, including those that are spent. Information on how the organisation will handle such requests for disclosure is included in the Criminal Records Bureau Code of Practice available at:  
[http://www.crb.gov.uk/PDF/code\\_of\\_practice.pdf](http://www.crb.gov.uk/PDF/code_of_practice.pdf)
- 28.2 Applicants (including temporary and voluntary – including BASICS doctors) for all posts with regular patient contact, e.g., Patient Transport Service Ambulance Personnel, Control Services Staff, Paramedic and Emergency Care Practitioner will be required to have undergone a Criminal Records Bureau check. The application will be made and paid for by the Trust. Details of the process can be found at <http://www.crb.gov.uk>.
- 28.3 A sample check of the personal files for new joiners will be conducted by the Recruitment Manager in October and April each year, the results of which will be reported to the Director of Human Resources and Organisation Development
- 28.4 When making the decision to progress with an application, a number of factors will be taken into account including; the date of any offence/caution in relation to the date of application; the age of the applicant at the time of the event; the nature of the offence.

- 28.5 It is not possible to be absolutely prescriptive. Each case, in terms of the decision to proceed with an application, will be determined on its merits.
- 28.6 This decision will usually be made by the Recruitment Manager. In complex cases the Recruitment Manager will consult the Deputy Director of Human Resources.

## **29. Nationality and Residency Issues**

- 29.1. It is the Recruiting Manager's responsibility to ensure that every person appointed to a post in the LAS, regardless of their nationality, is eligible to work in the UK.
- 29.2. Eligibility is established through the documentation listed in Appendix 2.
- 29.3. Recruiting Managers must ensure that original documents are seen and copies taken. Full guidance is given in Appendix 1.
- 29.4. For each interviewee, the Recruiting Manager will complete an Interview Checklist pro-forma (Appendix 2). A copy for each interviewee will be provided by the Recruitment Team.
- 29.5. Candidates who do not produce the relevant documentation must not be offered employment, unless and until the requirements are met. Any omissions/concerns will be notified to the Recruitment Team via the Interview Checklist for their follow-up action.

## **30. Refugees and Asylum Seekers**

- 30.1. A "refugee" is someone who has been granted permission to stay in the UK and as such has the same rights of employment as a UK citizen. An "asylum seeker" is someone who has applied for "refugee" status, and is awaiting a decision from the Home Office. An asylum seeker is not eligible for employment with the LAS.
- 30.2. Anyone who has "Exceptional Leave to Remain/Humanitarian Protection" status is usually granted leave to stay in the UK for a limited period of time, usually a few years, which can be extended. Applicants with this immigration status are not eligible for employment with the LAS.

### 31. Other Selection Criteria

31.1. All other criteria on the person specification must be job related and justifiable.

### 32. Physical Tests and Health Checks

32.1. Certain roles in the LAS may require particular physical activity which forms an essential and regular part of the job, e.g. lifting and carrying patients for Emergency Medical Technicians (EMT). Advice from HR and OH must be sought prior to devising any assessment of physical ability.

32.2. Any requirement for medical or health related checks must be referred to OH. Medical confidentiality issues must be respected, particularly regarding any documentation passing between candidates and the recruitment staff.

### 33. Disability, Access and Reasonable Adjustments

33.1. As far as possible, all recruitment and selection procedures, including assessment centres and interviews, should be as accessible as practicable to the widest range of potential candidates. Any candidate who indicates on their application form that they are disabled should also be asked if they require confirmation of any particular arrangements, or for any adjustments to be made during their selection process. The adjustments might be, for example, large print documents, audio tapes, etc. Most people will know what sort of adjustments they usually require given a specific situation or task.

33.2. The LAS is positive about disability and subscribes to the five commitments under the “Disability Symbol” (also known as the “Two Ticks Scheme”). One of the commitments under the scheme is; *‘To interview all applicants with a disability who meet the minimum criteria for a job vacancy and to consider them on abilities.’*

33.3. This means that any person who identifies themselves as being disabled and who has passed the initial screening process, should be short-listed and called for an interview. The purpose of this is to provide a means for disabled people to have the opportunity to give a face-to-face account of themselves and their experiences. Historically, disabled people have suffered discrimination during recruitment and selection processes, and have often been screened out at an early stage before having a chance to explain their individual circumstances. If the selection process involves an assessment centre, or other stages in the overall selection, then disabled candidates, under this scheme, will be interviewed beforehand.

- 33.4. Staff in HR, OH or the Diversity Team may be contacted for advice about any issues relating to disability. Further advice is included in the Disability Employment Policy that can be accessed at: [http://thepulse/uploaded\\_files/Managing/disability\\_employment\\_policy\\_-\\_june\\_2007.pdf](http://thepulse/uploaded_files/Managing/disability_employment_policy_-_june_2007.pdf)

The Specific Learning Difficulties (including Dyslexia) Policy that can be accessed at:

[http://thepulse/uploaded\\_files/Managing/specific\\_learning\\_difficulties\\_policy\\_-\\_april\\_07.pdf](http://thepulse/uploaded_files/Managing/specific_learning_difficulties_policy_-_april_07.pdf)

### **34. Agency Staff**

- 34.1. It may be that from time to time it will be necessary to fill vacancies on a temporary basis via a supplier agency. In line with the aims of the NHS nationally, this practice should be kept to a minimum. The Trust does not currently use agencies for the supply of clinical staff.
- 34.2. Only agencies authorised by the Office of Government Commerce (OGC) and included in Government Procurement Service (GPS) (Formerly Buying Solutions and PASA's) National Agency Framework Agreement may be used to supply temporary staffing.
- 34.3. The GPS Framework for the supply of temporary agency staff stipulates the standards to which suppliers of temporary staff must adhere. These frameworks reflect the requirements of the NHS Employment Check Standards (2008 and revised 2009) and the Immigration and Asylum Act 1998 (as amended) and all other necessary checks.
- 34.4. Adherence by suppliers to their framework is monitored by the OGC. Annual audit checks of agencies approved for *GPS* are undertaken. Agencies that do not comply face being removed from the lists.
- 34.5. The Trust does not use NHS Professionals for the supply of temporary staff.

### **35. Age**

- 35.1. The Trust's age discrimination policy includes specific reference to recruitment matters including the legal use of an 'objective justification'. The Policy can be accessed at: <http://thepulse/managing/11419891144256.html>
- 35.2. Age must not be used as a proxy for knowledge, skills or experience. Candidates must be assessed for suitability using job-related and justifiable criteria regardless of age.

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### **36. Positive Action**

- 36.1. 'Positive action is a range of lawful actions which seek to address an imbalance in employment opportunities among targeted groups which have previously experienced disadvantage, or which have been subject to discriminatory policies and practices, or which are under-represented in the workforce' ("Positive Action in the NHS", NHS Employers, 2005).
- 36.2. The LAS will use management information to determine whether it is appropriate to carry out any positive action initiatives. These initiatives can be advertising targeted at specific under-represented groups, or specific training aimed at bringing candidates from the under-represented groups up to the same level as others.

### **37. Feedback**

- 37.1. All internal staff who have undergone a recruitment exercise may request feedback. The purpose of feedback is to advise the candidate, in broad terms, on the relative strengths and weaknesses of their application.

### **38. Request for recruitment decision to be reviewed**

- 38.1. Candidates requesting a recruitment decision be reviewed should do so by writing to the Recruitment Manager within 28 days, setting out the reasons why they believe that they have been treated unfairly.
- 38.2. For external candidates, the Recruitment Manager will review the available information and make a decision and this decision will be communicated to the candidate. This decision will be final.
- 38.3. For internal candidates - if, further to employees receiving feedback either by the panel or recruitment manager and they remain dissatisfied by the response, then they may request a further review by the next level of management. No further review/appeal is allowed under this or any other LAS policy.

### **39. Targets**

- 39.1. From time-to-time the LAS may set demographic recruitment targets in order to achieve strategic objectives. This will usually be in order for the Trust to be as reflective as possible of the population served.

39.2. The manager responsible for commissioning recruitment or selection for any vacancy or other opportunity must ensure they are aware of any strategic objectives or targets that may be in place, and that any actions necessary to achieve the targets, such as positive action, have been considered.

#### **40. Monitoring**

40.1. Effective workforce planning requires accurate and timely use of management information generated through the Recruitment and Selection Procedure. There is a legal requirement for the LAS to collect and publish certain aspects of this data annually.

40.2. Ethnic monitoring will be carried out in line with categories used in the NHS.

40.3. Data must be collected and be capable of analysis for each separate stage of the process, including each element of any assessment. Data must be available on all demographic factors which the LAS monitors via the application form. The Recruitment Manager should consult IM&T Directorate regarding the setting up of any regular reports which are required for workforce planning or legal compliance.

40.4. Adherence to the Recruitment and Selection Policy, in particular the employment checks, will be subjected to regular audit. In April and October each year the Recruitment Manager will circulate to HR Managers a list of randomly selected new appointees (internal and external). The personal file for each person will be checked and the results reported back to the Recruitment Manager using the relevant pro-forma, together with a plan detailing any remedial action required/taken. At the end of May and November each year, the Recruitment Manager will submit a report to the Deputy Director of Human Resources detailing the results of the audit and any recommendations. It is expected that the Recruitment Manager will also be able to report that all remedial action has been completed.

40.5. The Deputy Director of Human Resources will review the report and submit it via the Senior Management Group (SMG) to the Risk, Compliance and Assurance Group (RCAG).

#### **41. Waiting List of Candidates**

41.1. The Recruitment Panel will make a final decision to select the candidate or candidate(s) who have successfully passed all stages of the selection process. A decision will be made in conjunction with the Recruitment Manager as to when to notify the candidate(s) and, if relevant, to make an offer of employment. In the case of candidates

who will be starting employment with the LAS for the first time, all issues concerning contractual arrangements will be dealt with by the Recruitment Department, including start dates.

- 41.2. Where the number of recruits exceeds the number of places available for any particular start date (due for example to the number of places available on a training course), a waiting list will be maintained which will feed into the vacancies as they become available.

## **42. Life skills**

- 42.1. Successful recruits for posts which have a waiting list will be given a “Life-skills Questionnaire” to complete which will determine their position on the waiting list. The criteria included in the Life-skills questionnaire are not to be used to select candidates. They are to be used to prioritise successful candidates in accordance with current business needs, derived from health inequalities, foreign language usage (including BSL, Braille etc.), degree or other recognised qualification, and knowledge of under-represented communities.

## **43. Process Development and Impact Assessment**

- 43.1. Legislation requires an impact assessment to be undertaken on the Recruitment and Selection Procedure at regular intervals, usually three years. The LAS Race Equality and Diversity Implementation Plan outlines the impact assessment process. Impact Assessment is aimed at ensuring the Recruitment and Selection Procedure is not operating in a way that disadvantages any particular group. If there is evidence at any stage of the selection process of unjustifiable negative impact on any group, then action must be taken to eliminate it as far as possible.
- 43.2. Ongoing review will take place of the recruitment processes and practices. This will include spot checks carried out by the Recruitment Manager.
- 43.3. An annual review of the Recruitment and Selection Procedure will be undertaken by the Recruitment Manager, assisted by other LAS managers and staff as required. The review will use data from the recruitment database/ESR as well as feedback from users (Recruitment Department, HR, other managers and staff, candidates etc.) to determine how successful the procedure has been in achieving strategic objectives and targets, and efficiency of operation. Recommendations from the review will be submitted to the Director HR and OD to determine whether they should be accepted or rejected, or whether wider consultation is required.

<b>IMPLEMENTATION PLAN</b>				
<b>Intended Audience</b>	For all LAS staff			
<b>Dissemination</b>	Available to all staff on the PULSE			
<b>Communications</b>	Revised policy/procedure to be announced in the RIB and link provided to the document			
<b>Training</b>	N/A			
<b>Monitoring:</b>				
<b>Aspect to be monitored</b>	<b>Frequency of monitoring AND Tool used</b>	<b>Individual/ team responsible for carrying out monitoring AND Committee/ group where results are reported</b>	<b>Committee/ group responsible for monitoring outcomes/ recommendations</b>	<b>How learning will take place</b>
Duties (Section 4)	Recruitment Audit – six monthly  Line managers  Workforce Information	Recruitment Managers report is submitted to the Deputy Director of Human Resources who reports findings via the Corporate Health and Safety Committee	Risk Compliance and Assurance Group	Learning disseminated via the Corporate Health and Safety Committee
Types of check required (Section 24)	Recruitment audit - six monthly	Compliance Checks verified by Human Resources and reported to the Clinical Quality, Safety and Effectiveness Committee		
How checks are made (Sections 25-35)	Followed up as part of Recruitment Audit actions – six monthly via induction checks carried out as part of Induction Policy Statement HR0011	Compliance of agency audited by Office of Government Commerce and it's inclusion on GOS framework reviewed accordingly		
How the organisation follows up those staff who fail to satisfy the checking arrangements (Section 24)				
How the organisation makes sure that checks are being carried out by all external agencies used by the organisation in respect of all staff				

(Section 34)				
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## **Guidance on the use of Psychometric Tests within the London Ambulance Service NHS Trust**

### **1. Introduction**

The LAS uses psychometric tests to enhance the quality and quantity of information available for selection, development and training decisions and is committed to the highest standards of practice in the use of all psychometric tests in order to maximise the benefits to testing to the organisation and the individual and to promote fairness and equality of opportunity for all.

This guidance applies to any psychometric test that can be systematically administered scored, and used to measure individual differences in personality, aptitude or ability within the LAS.

### **2. Responsibility for testing standards**

Each trained test user must ensure that he/she uses the tests to the highest professional standards.

The Director of HR and OD is ultimately responsible for ensuring that all tests used within the LAS are in accordance with the guidance. This responsibility has been delegated on a day to day basis to the Recruitment Manager. Any procedure that involves the use of psychometric testing within the LAS must therefore be referred to the Recruitment Manager who will ensure that it is appropriate and within the guidance.

### **3. Who should use tests?**

Only trained test users holding the relevant qualifications may use and interpret psychometric instruments. Trained test users may delegate test administration to a person appropriately trained in this area. A list of trained users is maintained by the Recruitment Manager.

### **7 Test choice**

All psychometric tests used must be clearly relevant to the purpose for which they are being used. Detailed job descriptions and person specifications based on objective job analysis must be prepared prior to the choice of tests for any selection or promotion procedures. All decisions to use tests should be clearly documented with a copy sent to Recruitment Manager.

### **5. Equal Opportunities**

The LAS is committed to selection on merit and selection methods must be clearly relevant to job demands and free from extraneous bias. All

assessments for selection and promotion must be monitored to ensure they do not unfairly exclude or disadvantage any selection of the population.

Wherever a disability prevents a suitably qualified individual from undergoing standard selection procedures, appropriate alternative arrangements for assessment must be found.

## **6. Use of test scores**

Test scores must be interpreted on the basis of relevant comparison groups. Fixed cut-offs may only be imposed where specific evidence of test relevance is available (e.g. job analysis).

The interpretation of test scores must be in accordance with the test providers' formula, which may be amended from time to time, on the basis of ongoing validation of results.

## **7. Confidentiality and storage of results**

Test results, like all personal information must be stored with due regard to confidentiality. Access to this information will be strictly limited to those with a need to know e.g. in a selection context only those directly involved in the selection decision will have access to test results. This will be clearly communicated to the respondent during test administration and feedback. Test results should be kept by test users in locked files and any written interpretation of results should be kept on personnel files.

Results over 12 months old are invalid for selection or promotional decisions. All results are to be destroyed after three years or when the respondent ceases to be employed by the LAS, whichever is the sooner.

## **8. Responsibility to test takers**

The LAS is committed to dealing fairly with all candidates to be tested and will be open and honest about the use of tests and provide relevant feedback whenever tests are used.

## **9. Re-testing**

For selection purposes a candidates test results are valid for any similar position for 12 months from the date of testing. Candidates may be retested if there is evidence that the individual underperformed the first time due to sickness. Requests for a retest due to extenuating circumstances will be considered at the discretion of the relevant HR Manager in the first instance. The Recruitment Manager should be referred to before a final decision is confirmed.

## **10. Monitoring**

Test monitoring forms should be completed for each test use and sent to the Recruitment Manager.

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## **11. Access to materials**

All test materials will be held in a central store by the Recruitment Manager, together with an accurate log of test materials available. This log should be updated whenever materials are removed, replaced or added to the store.

Only authorised test users will be permitted to withdraw materials from the store. Test users must ensure that all test materials are securely stored whilst in their possession. Materials should be returned to the central store within 48 hours of completion of testing.

## **12. Copyright**

Under no circumstances should any test materials be photocopied or installed on computer without the test publisher's express permission.

## **13. Guidance compliance and review**

It is the responsibility of all test users to ensure that these guidelines are applied at all times. Any deviation from the guidelines should be reported to the Recruitment Manager for appropriate action. Suggestions for changes and amendments to these guidelines should be made to the Recruitment Centre. This guidance will be reviewed periodically by the Senior Human Resources Manager responsible for recruitment to ensure its relevance to organisational needs and compliance with best practice.



**Guidance for Recruiting Managers re Eligibility to Work in the UK**

We have a legal obligation to check that every new employee regardless of their nationality is eligible to work in the UK. Therefore, you will need to ensure that you see documentation contained in the asylum and immigration check (see below and overleaf). Please make sure that you see and take copies of **original documents** and also that you check the information is consistent with all other information received. For example address is the same as on application form; date of birth is the same on all documents; name is spelt the same.

When photocopying passports please photocopy the front cover, the page with the photo on it and also check the passport for any visa stamps (if there are any, please photocopy these also). Please also sign the photocopies themselves and state that you have seen the original.

**For each interviewee**, please complete and return a copy of this form together with the relevant documentation, including copies of originals which you have seen, to the Recruitment Team, St Andrews House, St Andrews Way, Bow, E3 3PA

Name of Applicant	
Post Applied for	
CRB documentation - please tick to confirm complete and collected or mark 'N/A'	
Medical Questionnaire - please tick to confirm collected or mark 'N/A'	
Qualifications - please check and copy the originals of any qualifications required for the post or mark 'N/A'	
Please state here which original documents you have seen for the Asylum and Immigration check, or mark 'NOT SEEN' if applicable.	
Please tick to confirm that you have copied the documents seen as part of Asylum and Immigration check, or mark 'NOT SEEN' if applicable.	
Please note here any follow up action required to be undertaken by the Recruitment Team. This will include any concerns you have regarding the documentation presented.	

Print Name: .....

Signed: .....

Date: .....

## Asylum and Immigration Check

London Ambulance Service NHS Trust has a legal obligation to confirm that its employees are eligible to work in the United Kingdom. This check must be carried out on every potential new employee, regardless of their nationality. Failure to confirm someone's asylum and immigration status due to their nationality would be contrary to legislation.

When an individual attends an interview the recruiting manager should verify that the individual has produced the required evidence of their eligibility to work in the UK and that all their documents are valid and original (photocopies will not be acceptable as evidence)

At interview the individual must produce documents from List A or B, depending on their eligibility status to work in the UK.

List A demonstrates an individual has permanent eligibility to work in the UK and List B demonstrates eligibility to work for up to 12 months.

### **LIST A - DOCUMENTS WHICH 'PROVIDE AN ONGOING EXCUSE'**

**Any one of these documents** will confirm eligibility to work in the UK if you check and copy them:

- A passport showing that the holder is a British Citizen or a citizen of the UK and Colonies having the right of abode in the UK.
- A national passport or national identity card showing that the holder is a national of the European Economic Area (EEA) or Switzerland.
- A residence permit, registration certificate or document certifying or indicating permanent residence issued by the Home Office or Border and Immigration Agency to a national of an EEA country or Switzerland.
- A permanent residence card issued by the Home Office or Border and Immigration Agency to the family member of a national of a EEA country or Switzerland.
- A Biometric Immigration document issued by the Border and Immigration Agency to the holder which indicates that the person named in it is allowed to stay indefinitely in the UK or has no time limit on their stay in the UK.
- A passport or other travel documents endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK or has no time limit on their stay in the UK.

**Any combination below will confirm eligibility to work in the UK if you check and copy the documents:**

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An official document issued by a previous employer or Government agency which contains a permanent national insurance number and the name of the person. This could be a P45, P60, NI Card or letter from a government agency.

## **PLUS**

any one of the following:

- An immigration status document issued by the home office or the border and Immigration Agency to the holder with an endorsement indicating that the person named in it is allowed to stay indefinitely in the UK or has no time limit on their stay in the UK.
- A full birth certificate issued in the UK which includes the name (s) of at least one of the holder's parents.
- A full adoption certificate issued in the UK which includes the name (s) of at least one of the holder's adoptive parents.
- A birth certificate issued in the Channel Islands, the Isle of Man or Ireland.
- An adoption certificate issued in the Channel Island, the Isle of Man or Ireland.
- A certificate of registration or naturalisation as a British Citizen.
- A letter issued by the Home Office or the Border and Immigration Agency to the holder which indicates that the person named in it is allowed to stay indefinitely in the UK.

## **LIST B - DOCUMENTS WHICH 'PROVIDE AN EXCUSE' FOR UP TO 12 MONTHS**

**Any one of these documents** will confirm eligibility to work in the UK for 12 months if you check and copy them:

- A passport or travel document endorsed to show that the holder is allowed to stay in the UK and is allowed to do the type of work in question, provided that it does not require the issue of a work permit.
- A Biometric Immigration Document issued by the Border and Immigration Agency to the holder which indicates that the person named in it can stay in the UK and is allowed to do the work in question.

- A residence card or document issued by the Home Office or the Border and Immigration Agency to a family member of a national of a EEA country or Switzerland

**Any combination below** will confirm eligibility to work in the UK for 12 months if you check and copy them

- A work permit or other approval to take employment issued by the Home Office or the Border and Immigration Agency when produced in combination with either a passport or another travel document endorsed to show the holder is allowed to stay in the UK and is allowed to do the work in question or a letter issued by the Home Office or the Border and Immigration Agency to the holder or the employer or prospective employer confirming the same
- A certificate of application issued by the Home Office or the Border and Immigration Agency to the holder or a family member of a national EEA country or Switzerland stating that the holder is permitted to take employment which is less than 6 months old when produced in combination with evidence of verification by the Border and Immigration Agency Employer Checking service
- An application Registration Card issued by the Home Office or the Border and Immigration Agency stating that the holder is permitted to take employment, when produced in combination with evidence of verification by the Border and Immigration Agency Employer Checking Service
- An Immigration Status Document issued by the Home Office or the Border and Immigration Agency to the holder with an endorsement indicating that the person named in it can stay in the UK and is allowed to do the type of work in question, when produced in combination with an official document giving the person's permanent National Insurance Number and their name issued by a Government Agency or a previous employer
- A letter issued by the Home Office or the Border and Immigration Agency to the holder or the employer or the prospective employer, which indicates that the person named in it can stay in the UK and is allowed to do the work in question when produced in combination with an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer