

Recruitment and Selection Policy

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1. Introduction

CES Medical Ltd is committed to ensuring the recruitment, selection and retention of appropriately qualified and experienced staff in the most efficient and effective way.

In order to provide the best possible care to patients, it is imperative that CES Medical Ltd attracts and retains a highly skilled and productive workforce in a timely and safe manner. This will be achieved by recruiting staff from outside the organisation and developing existing staff to enable them to take on new roles. It is equally important that the workforce shares and embraces our values.

This policy covers all substantive and temporary recruitment. It excludes consultant, Non-Executive Directors, agency workers and students/volunteers appointments where separate processes apply.

Our values are embedded within every stage of the recruitment process in order to help ensure that we recruit staff who share and embody our values and, ultimately, to help ensure that the right person is appointed to the right post.

Effective recruitment and selection is crucial to the successful functioning of the Organisation. This will mean finding people with the necessary skills, expertise and qualifications, looking beyond a person's race, colour, creed, ethnic or national origin, disability, religion, age, marital status, sex, sexual orientation, gender identity, gender expression, or gender reassignment and appointing the best person to do the job.

This policy sets out the key principles of our approach to recruitment, which are:-

- Compliance with statutory requirements (such as CQC)
- Commitment to equal opportunities in all recruitment & selection practices
- Provision of a recruitment service which gets people of the highest possible calibre into post efficiently and effectively and which reflects and builds upon recognised best practice in this field;
- Provision of greater opportunities for the employment of people with personal experience of mental health problems;
- Achievement of a staff ethnic profile within the Organisation that matches more closely that of the local population;
- Implementation of flexible working policies which allow genuinely flexible ways of working which meet the needs of the service and individual;
- Encouragement of managers to be creative in filling posts;

The Organisation will ensure that in all its recruitment and selection practices:-

- All staff are dealt with fairly and consistently in accordance with the Organisation's agreed policies and procedures for recruitment, selection and reward

- Where possible, all members of the panel are trained in the Organisation's recruitment and selection policies and procedures;
- Applicants are selected on merit and will implement all pre-employment checks in compliance with anti-discrimination legislation.

The Organisation believes that recruitment and selection processes should be based solely on the individual's ability to do the job, to contribute to the Organisation's effectiveness and on their potential for development.

The Organisation is committed to recruiting the best possible candidates for its vacant posts and ensuring that no prospective or existing employee receives less favourable treatment on the grounds of sex/gender, marriage/civil partnership, age, race, religion/beliefs, gender reassignment, pregnancy and maternity, disability or sexual orientation.

This policy sets out guidelines to be followed to ensure equality of opportunity and best practice in recruitment and selection.

2. Purpose

This policy sets out the standard means of operating so that CES Medical Ltd recruits in a fair, transparent and effective way to meet both its business requirements and comply with legal and NHS Employers requirements.

The policy also outlines its commitment to comply with NHS Employment checks and standards.

3. Legal Framework

This policy has been developed using the following references, legislation and principles:

- NHS Employment Check Standards (NHS Employers)
- Verification of identity checks
- Right to work checks
- Professional registration and qualification checks
- Employment history and reference checks
- Criminal record checks
- Occupational health checks
- Recruitment Process – Guidance Notes
- Equality, Diversity and Human Rights Policy
- Disclosure Barring Service (DBS) website
- Policy and Procedure For Checking Professional Registration Of Staff
- Data Protection Act 2018
- General Data Protection (GDPR)

- Freedom of Information Act 2000
- Rehabilitation of Offenders Act 1974
- The Asylum and Immigration Act 1996
- Organisation Equality Objectives
- Equality Act 2010 & Amendment Order 2012
- The Human Rights Act 1998
- Health and Safety legislation
- Civil Partnership Act 2004
- Gender Recognition Act 2004
- Flexible Working Regulations 2002
- Care Quality Commission

4. Responsibilities

Board / The Executive Group – is responsible for putting in place robust policies and procedures to ensure that all vacancies are filled with suitably qualified, safe and competent staff. The Organisation will ensure that recruitment literature is non-discriminatory and that it includes information on the Organisation's Equality, Diversity and Human Rights Policy and that employees should contact the Human Resources Department immediately if they identify any aspects of our recruitment process they feel could be discriminatory.

Director (CEO) – is the Accountable Officer for all Human Resource activities within the organisation and will be responsible for ensuring that relevant legislation and guidance is applied to HR practices within the organisation, and that CES Medical Ltd carries out robust and fair recruitment procedures.

The Human Resources Department - is responsible for the overall management of recruitment across the organisation. They are responsible for establishing a fair and effective recruitment and selection process for all applicants and ensure that local recruiting managers are following the Organisation policy and procedure. They provide advice and assistance when required.

The Human Resources Manager will provide appropriate training in the recruitment and selection process in order that managers are competent to select new staff.

Managers - are responsible for ensuring that they follow the process as outlined in this policy when recruiting staff and are required to take full responsibility for effective communication with candidates, particularly post-offer.

All staff – All staff have an obligation to comply with this policy.

5. Training

Training will be provided for managers by the Human Resources department in recruitment and selection, which will include;

- Overview of the recruitment and selection process
- Values based recruitment
- Interviewer techniques
- Paperwork to be used and completed throughout the process
- Scoring and selection
- Onboarding process including recruitment checks

6. Recruitment

Please refer to Appendix Two for a flow chart that outlines CES Medical Ltd recruitment process.

6.1 Equality and Diversity in Relation to Recruitment and Selection

All recruitment documentation must comply with the organisations Equality, Diversity and Inclusion policy.

All documentation used in the recruitment process (e.g. advertisements, job description, person specification and any other supporting information) must be worded clearly to avoid bias and discrimination on grounds of any protected characteristic.

Additionally Recruiting Managers must ensure that any requirements specified as essential are genuinely required for the job.

Any tests that are administered as part of the selection process must also be considered with regards to equal opportunities.

Assessments may require adjustment such as extra time to be fair to applicants who disclose a disability which would disadvantage them in a particular test.

Tests must also be directly relevant to the skills required for the role.

All efforts must be made to ensure diverse panels i.e. panels that broadly reflect the make-up of the local population and provide a representation of different protected characteristics.

Specifically, as a minimum expectation, all panels must have at least one member of the panel from a Black and Ethnic Minority (BME) background. Recruiting Managers must be able to robustly justify situations where this cannot be achieved.

This panel member is there to have a genuine voice in the recruitment process and decision making.

The Equality Act 2010 limits the circumstances when you can ask health- related questions before an individual is offered a job. Up to this point, health related questions can only be asked to:

- decide whether you need to make any reasonable adjustments for the person to the selection process
- decide whether an applicant can carry out a function that is essential ('intrinsic') to the job
- monitor diversity among people making applications for jobs
- take positive action to assist disabled people
- assure yourself that a candidate has the disability where the job genuinely requires the jobholder to have a disability
- Once a conditional offer of employment has been made, the organisation is then permitted to ask appropriate health-related questions.

Applicants may wish to share information with you through the Health Passport. This is designed to support people with disabilities and medical conditions in having open conversations with potential employers.

Information shared through this mechanism should only be used as appropriate to the stage in the recruitment process that you have reached, for example to support how to make reasonable adjustments for selection activities.

If there are broader considerations on reasonable adjustments to support someone to undertake the role if they are successful, information relating to this should only be considered once an offer of employment has been made.

Protected characteristics are:

- Age (this applies only at work or if someone is being trained for work)
- Disability (or because of something connected with their disability)
- Gender reassignment (trans sexuality is where someone has changed, is changing or has proposed changing their sex – called 'gender reassignment' in law)
- Marriage and civil partnership (this applies only at work or if someone is being trained for work)
- Pregnancy and maternity
- Race, Religion or belief
- Sex, Sexual orientation (whether being lesbian, gay, bisexual or heterosexual).

For more details on each of the protected characteristics please visit the Equality and Human Rights Commission website: <https://www.equalityhumanrights.com/en>

6.2 Authorisation

The Recruiting (line) Manager should review current departmental requirements before deciding to recruit to a post.

If the post is to be advertised as a fixed term post, the reason for the fixed term length must be clearly justified (e.g. funding for a specific period of time, or specific project work). Fixed term roles must be determined at the start of the recruitment process, and should apply to the role rather than the individual.

6.3 Job Descriptions and Person Specifications

All Job Descriptions and Person Specifications should follow the templates available on Mentor to maintain the corporate image in line with quality standards.

Job descriptions should:

- Include the job title and band
- Include the main terms and conditions of the post.
- Define the role and reporting relationships.
- Define the overall purpose of the job.
- Describe the range of duties.
- Include key organisation policies.
- Link to the Organisation Values

All Person Specifications should concisely define the qualifications, skills, experience and general attributes needed by the candidate to successfully undertake the post. Person Specifications should also define the level of English language competence required to carry out the role safely and effectively, and this should be tested through the recruitment process.

The main purposes of the Person Specification are:

- To provide equality of opportunity
- To allow candidates to assess their suitability to a post.
- To provide the criteria for shortlisting candidates.
- To facilitate objective and consistent selection of the most suitable candidate for the post.
- To ensure proof of objective, non-discriminatory recruitment practice at an Employment Tribunal, if necessary.

6.4 Redeployment and Apprenticeship

Any applicants at risk of redundancy should be considered first, providing they meet the minimum criteria for the role as outlined in the Person Specification. If any Organisation at risk staff or redeployees are deemed suitable for any vacant role, they should be given the opportunity to be considered before the vacancy is advertised more widely.

Any jobs that have been identified as potentially suitable will be placed on the restricted vacancy list for no less than 1 week and all potentially suitable redeployees/at-risk staff will be notified of the vacancy and the closing date.

6.5 Advertising

The job advertisement should include a closing date and interview date. The advert must give an honest overview of the role and should attract suitable candidates to apply for the role. Adverts should be concise, and highlight the key aspects of the Job Description and Person Specification, as well as highlighting any unusual shift patterns, working hours etc.

All advertisements should project a professional image and reflect the organisation's commitment to Equal Opportunities and Flexible Working Practices. The HR Team can provide assistance and advice on constructing advertisements.

Recruiting Managers can advise the HR Manager of whether they want to advertise internally only, or go straight out to external candidates, ensuring they give prospective applicants a reasonable opportunity to become aware of vacancies. It is recommended to advertise for at least 3 working days if advertising internally, and 5 working days if advertising externally.

6.6 Methods of Recruitment/Advertisements

Recruitment advertisements shall reflect the realistic requirements of the post with regards to skills, qualifications and experience and shall not include any unjustifiable requirements, e.g. age or disability restrictions

Recruiting Managers are encouraged to use screening and filtering questions in the application form, particularly for roles where a large number of applications are anticipated. At least one filtering question should link to the Organisation Values. The HR Team can advise on this.

All vacancies will be advertised via our online recruitment partner Indeed.com, candidates must apply online and view the Job Description and Person Specification.

6.7 Use of alternative Media

The Organisation recognises that there are great difficulties in recruiting certain staff groups. Managers are encouraged to be creative in deciding how to fill posts, particularly where a post has been vacant for a long period of time. In particular, managers are encouraged to work with the HR Team in reviewing the skill-mix within their service and thinking of innovative ways to recruit staff. This may include the use of alternative media, partnerships with other agencies, advertising posts as secondment opportunities, acting staff up etc.

6.8 Provision of greater opportunities for the employment of people with personal experience of mental illness

The Organisation recognises both the discrimination and stigma faced by people with

experience of mental illness in the employment market and also the potential value of their experiences when working with people who are mentally ill. The Organisation has adopted this Charter and is actively promoting its implementation throughout the organisation.

6.9 Secondments

All Secondments irrespective of their duration should be advertised at least via the internal vacancy feature and should be managed via the HR Team.

6.10 Fixed Term Contracts

All fixed term contracts irrespective of their duration should be advertised via the HR Team in accordance with the Organisation's Recruitment and Selection Policy. Fixed term contracts cannot be used in the place of a probation period and should not exceed 23 months, unless agreed otherwise by the HR Manager.

6.11 Agency, Bank and Locum Transfers

Any appointment of Agency, Bank or Locum workers to either a fixed term contract or a permanent post should be advertised at least internally in accordance with the Organisation's Recruitment and Selection Policy. Bank staff are eligible to apply for internal posts.

When appointing an Agency or locum staff it is very important that the recruiting manager liaise with the Agency and explore any payable fees and commissions. Any costs will be attributed to the Recruiting Manager's budget.

Bank/Agency employment does not form part of reckonable service and all preemployment checks will be conducted for the successful candidate as an external candidate.

6.12 Offline Applications

The Organisation will accept offline and speculative applications or CV's. All applications must be submitted to the HR Manager who will send out an employment application form if appropriate.

6.13 Informal Visits

Informal visits to the workplace can be arranged for candidates who wish to be acquainted with the work environment. Visits will be advertised on adverts and can be arranged to take place either before or after the interview. Where a visit is undertaken prior to the interview, it will be a fact-finding exercise and should not be used as an opportunity to assess candidates. This opportunity should be offered to all candidates who request it and not a selected few. To avoid potential bias, a manager who is not connected to the interview panel should conduct the informal visit.

6.14 Shortlisting Process

Once a vacancy is closed, the Recruiting Manager (and other short listers identified by the Recruiting Manager) will receive an email advising them that they are now able to shortlist.

The shortlisting panel should consist of a minimum of two people (usually the line manager and/or departmental manager), one of whom must have attended the Recruitment and Selection Course and have full understanding of the Organisation's Equality Diversity and Human Rights Policy.

The Recruiting Manager and other short listers are required to view and score each application form against the criteria in the Person Specification, including Organisation Values. Comments can be added for each application and are encouraged in case a candidate asks for feedback.

When shortlisting the panel should ensure the following:

- The selection criteria used are those specified on the person specification. Personal knowledge of the candidate should not be taken into consideration.
- Shortlisting should be conducted based on the qualifications and experience specified on the person specification and not on the basis of the highest qualifications or experience available.
- The criteria used must be applied consistently to all candidates.
- Application forms should not be used as a test for literacy. However, if an application is poorly presented and written communication skills are an essential requirement of the job this could justify not shortlisting the applicant.
- Where there is a potential conflict of interest (e.g. if one of the applicants is related to or is well known to a member of the panel) the matter must be declared and advice sought from the HR Manager. Ideally all interview panel members should be involved in shortlisting.

Once all shortlisters have scored each candidate, the Recruiting Manager will be able to select the candidates to invite to interview. The Recruiting Manager can also identify any reserves at this stage. The Recruiting Manager may be asked to give feedback to unsuccessful candidates when requested.

Managers should shortlist within 2 working days of the closing date to avoid losing suitable candidates.

Having identified the shortlisted candidates, the Recruiting Manager should also complete the interview details. This includes details of when the interview will take place, where the interview will take place, any other selection tools (e.g. tests) to be used, and details of how long each interview will last. The HR Team will then send out invites to interview.

Usually, at least 7 working days' notice should be given to candidates to help ensure high attendance, however where the interview date has been published on the advert, the interviews may take place sooner.

It is the Recruiting Manager's responsibility to provide feedback should an unsuccessful candidate request it.

6.15 Applicants with Disabilities

Candidates who have identified that they have a disability on their application should be shortlisted for interview if they meet all the minimum criteria set out in the Person Specification.

Under the Equality Act 2010, employers have a duty to make 'reasonable adjustments' for disabled job applicants or employees, when a policy, practice or a physical feature of their premises places the disabled person at a substantial disadvantage.

Some examples of reasonable adjustments are:

- Making adjustments to premises
- Altering the person's working hours
- Allowing absences during working hours for medical treatment
- Giving additional training
- Providing special equipment or modifying existing equipment
- Changing instructions or reference manuals
- Providing additional supervision and/or support.

Employers should consider broader issues when deciding whether it would be reasonable to make a particular adjustment, including:

- How effective the adjustment is in preventing the disadvantage
- How practical it is
- Financial and other costs and the extent of any disruption
- The extent of the employer's financial or other resources
- Availability to the employer of financial or other help to make the adjustment
- The size and type of organisation.

6.16 Interview Process

Recruiting Manager and any interview panel members can download the 'Interview Pack', including all application forms from Mentor as soon as the invites are sent out.

Objectivity in the recruitment and selection process is paramount. Appointing officers, where possible, should ensure that the interview panel includes their own line manager or a peer and external assessor where appropriate. Interview panels should consist of three (or more, if appropriate) people, it is also advisable wherever practical, to ensure that the panel is diverse,

for example in terms of gender and race. If an interview arrangement form is submitted and 3 panel members are not listed, the invites will not be sent. It is the responsibility of the Recruiting Manager to ensure 3 panel members are represented. If you are having difficulty then a service user can be the 3rd panel member.

As a minimum, the chair of the interviewing panel should have received training in the application of the Organisation's Recruitment & Selection Policy or equivalent.

The chair and panel members must use the interview questions template to prepare the questions and score at the interview. All panel members should score using the Organisation scoring of 0, 1, 2 and 3. Halves may be given if the panel decide this on the day.

When interviewing/assessing, the interviewers/assessors must ensure that the questions used for assessing candidate/s in the interview are directly linked to one or more of the items in the Person Specifications. The scoring of interviewees should solely be based on how well they meet individual requirements in the person specification. Panel members may be required to provide written documentation to justify the selection and non-selection decisions made.

All interview panels for Director level (including Clinical and Associate Director posts) and Head of Service posts will also be subject to a presentation to the panel and/or team members.

Appointment panels for medical posts, will be subject to the appropriate national guidance and should also concur with the principles set out in this document.

At the end of the selection process the chair of the panel must: -

- Check that the applicant has right to work in the UK (passport, visa, birth certificate).
- Check that the applicant has the relevant professional registration and qualifications (if applicable).
- Check that the application form states email addresses for references that cover a period of three years.
- Ensure that any employment gaps have been explored and discussed.
- Ensure that the candidate has been asked about any DBS convictions
- Ensure that the successful candidate/s information, all interview notes, for successful and non-successful candidates, along with the interview questions template & scoring, any test results along with photocopy of ID, certificates are scanned and uploaded on Trac Jobs within 48 hours. An unconditional offer will not be sent until all the above have been received.
- Not agree salary point with candidates at interview stage and the starting salary policy should be referred to when making a decision.
- Contact interviewed candidates to inform them of the panel's decision and provide feedback if requested.

Comments supporting the decision to appoint or not to appoint must be specific and should relate to the criteria set out in the Person Specification. Interview notes should be available to support

the decision, and they should also be returned to the Recruitment Department. Interview notes for unsuccessful candidates will be stored for 12 months.

Some candidates may request feedback, and it is Recruiting Manager's responsibility to provide the feedback to unsuccessful candidates. The Recruiting Manager must be prepared to explain the decision and should remember that all such explanations should relate to the Person Specification. Selection decisions may be challenged up to 3 months after the interview, either through internal complaints procedures or an Employment Tribunal.

Under the GDPR and Data Protection Act 2018, applicants may ask to see any notes written about them.

6.5 Pre-employment Checks

Before a starter letter can be sent to the candidate, a series of recruitment checks must be completed.

They can be broadly summarised as:

- References
- Disclosure Barring Service (DBS)
- Occupational Health Check
- Identity and Proof of Right to Work
- Professional Registration and Qualifications (If required)
- References
- DVLA checks (where appropriate)
- Occupational Health

If an employee does not have the relevant qualifications / registration details or the right to work legally the offer of employment will be withdrawn/terminated as appropriate.

In situations where a potential employee has provided false details or documentation cases will be referred to the HR Manager.

Failure by an applicant to provide accurate and truthful information in their application will result in their offer being withdrawn

6.17 References

References will be requested once an offer letter has been sent. The purpose of references is to check facts such as the applicant's qualifications and previous job history.

The number of references required varies depending on the current employment status of the candidate:

For External, Bank and Agency Candidates

For external candidates, references are required to cover the previous 3 year period. One reference must be from the candidate's most recent employer

For External Clinical Candidates

For candidates currently working in another NHS organisation, one factual reference from the HR department of the current employer is required. References should be obtained from people who have actually managed the candidate or supervised them in an educational capacity.

If an applicant has worked only as a volunteer, references should be obtained from a person in a position of responsibility in relation to the applicant, for example a person with management responsibility.

If necessary, character references may be undertaken if the applicant has not worked recently. This reference should come from someone in a position of responsibility (police, lawyer, doctor etc.) that has known the applicant for at least 2 years.

Most organisations have a policy to only provide a basic factual reference which will confirm that the candidate worked for them, the dates, the job title, salary and hours of work. This does not mean this is an unsatisfactory reference.

All references are obtained by the HR Team via email

References will be forwarded to the recruiting manager to approve. Any concerns should be raised with the HR Manager.

6.18 DVLA Checks

Where a candidate is expected to use their vehicle for the purpose of business use (not commuting) the employee will be required to provide a valid driver's license as well as their insurance certificate outlining their level of insurance which should include business use.

6.19 Occupational Health

Occupational Health checks are often important in ascertaining whether an individual is able, on health grounds, carry out a role to which they are being recruited to. Occupational Health Checks also support the organisation to make reasonable adjustments, where appropriate, for an individual in line with the Equality Act (2010).

Health assessments should be carried out for all individuals applying for positions in line with NHS Employers Guidance on Work Health Assessments, September 2017. Health assessments will be undertaken by Occupational Health as part of the pre-employment check process. Assessments should take place after an offer of employment has been made but prior to commencement of employment.

6.20 Disclosure & Barring Service (DBS)

The Organisation requires all successful applicants offered a position covered by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975, to register for the DBS Update Service prior to appointment with the Organisation. Failure to register will result in offers being withdrawn.

If a candidate is already registered with the DBS Update Service and they have the certificate, the Organisation will accept that DBS as long as it is at the right level for the post they are being offered.

The HR Team will send the successful candidate a DBS declaration form with the unconditional offer letter.

The Organisation's Disclosure and Barring Service (DBS) Policy outlines the procedure for:

- obtaining DBS disclosures (including agency, volunteers, students and contractors)
- information declared by the applicant on DBS Declaration Form
- information revealed through a DBS disclosure
- the process for re-checking
- the portability of DBS checks
- registering and claiming the subscription fee for the DBS Update Service
- Protection of Children Act
- Protection of Vulnerable Adults

It is a requirement that all staff employed within CES Medical Ltd undergo an enhanced DBS check every 3 years.

Staff should also be made aware that once employed, any new convictions, cautions or criminal offences should be immediately reported to their Line Manager. Further information on this can be found within the Staff Conduct Policy and Grievance Policy.

6.21 Identity and Right to Work

It is vitally important that the identity and right to work status of a prospective employee is reliably verified before he/she is appointed in accordance with the NHS Employment Check Standards (NHS Employers) and Home Office Guidelines.

These checks are designed to:

- Determine that the identity is genuine and relates to a real person.
- Establish that the individual owns and is rightfully using that identity.
- Establish that the individual has the right to work in the UK.

The original document must be provided and a colour photocopy obtained (where available) of the identity document should be taken and the person who copied the document should date and sign it to certify it is a copy of an original document.

Where an employee is unable to provide a passport and instead provides a full birth certificate, a copy of the birth certificate, the relevant council should be contacted to check whether they have a record of the birth.

When carrying out the right to work checks there are certain circumstances where the employer must receive positive confirmation of a person's right to work from the Home Office Employer Checking Service with their permission before they are employed. The Employer Checking Service must verify a person's right to work where an individual has:

- An outstanding application or appeal with the Home office which was made at the correct time;
- Presented an Application Registration Card (ARC) which states that the holder is allowed to work
- Presented a Certificate of Application issued to or for a family member of an EEA or Swiss national which states that the holder is allowed to work

There are exceptional situations where the Organisation may apply for a Certificate of Sponsorship for a successful candidate who does not possess the right to work. This will be judged on a case by case basis, with support from the HR Manager, and will be driven by the nature of the role and the difficulty to fill the role.

If a vacancy does not appear on the Home Office shortage occupation list, employers will need to demonstrate that they were unable to recruit a resident worker before recruiting an individual from overseas. They will be required to provide details of the recruitment method used and give credible reasons why they did not appoint a suitably qualified resident worker. This is called the "resident labour market test".

6.22 Professional Registration and Qualifications

The purpose of registration and qualification checks is to ensure that a prospective employee is recognised by the appropriate regulatory body and that they have the right qualifications to do the job.

This section should be read in conjunction with the Organisation's Practising Privileges Policy.

The HR Team will take copies of original certificates for all qualifications and save them on the Mentor portal.

For all posts that require professional body registration (NMC, GMC, HCPC) the HR Team will take a copy of the PIN and carry out an online check

Where a certificate is in a different name from the candidate, the candidate must be asked to provide original evidence to explain the different names, for example a marriage certificate. Such evidence must be copied and signed and dated as a copy of an original document.

6.23 Unsatisfactory Pre-Employment Checks

All offers of employment are conditional until all necessary pre-employment checks are completed. Should one of these checks be considered unsatisfactory the Human Resources team will support the recruiting manager in investigating the matter further.

Ultimately if satisfactory pre-employment checks cannot be obtained then the offer of employment may be withdrawn by the Recruiting Manager.

If, after careful consideration, it is decided to withdraw the conditional offer of employment the grounds for withdrawal must be very clear e.g. due to unsatisfactory references or other pre-employment checks and the conditional offer of employment rescinded in writing. Advice should be sought from HR before any offers of employment are withdrawn.

6.24 New Starter Letter

Once all pre-employment checks have been successfully completed, the HR Team will issue a Starter Letter to the successful candidate. The Recruiting Manager will be asked to agree a start date with the successful candidate and advise the HR Manager.

6.25 Contract of Employment

Copies of the Main Terms and Conditions of Employment are issued by email as soon as possible once pre-employment checks have been successfully completed and a start date has been agreed. If the employee is an existing member of staff then an amendment to the Terms and Conditions of Employment is issued within 4 weeks of taking up the new post.

6.26 Induction, New Starter Day, ID Badge, IT Access

The HR Team will also send out a confirmation letter confirming the Induction and New Starter Day dates and what to do on the first day.

All new starters are booked on a New Starter Day where they are issued with an ID Badge and access to the Mentor portal.

The line manager is responsible for instigating the process for IT account creation and access.

6.27 Withdrawal of Employment

Should an offer of employment need to be withdrawn, the Recruiting Manager must contact the HR Manager to inform them of the reasons.

The Recruiting Manager should then liaise with the HR team to seek guidance and assistance to draft the withdrawal letter.

This letter should confirm the reasons for the withdrawal and is to be approved by the HR Manager.

7. Other Employment

7.1 Very Senior Managers

Recruitment for Very Senior Manager positions, such as Director-level positions, may follow a slightly different process than for all other posts, in order to help ensure the Organisation is able to attract the most suitable candidates. This may include requesting CVs rather than application forms and shortlisting outside of the usual recruitment process.

7.2 IR35 Contracts / Self Employed Workers

All self-employed persons who work for the Organisation and who invoice the Finance Department for payment should as a minimum be required to provide documentary evidence of their identity, right to work, qualifications/professional registration (if applicable) prior to them undertaking work at the Organisation.

IR35 contractors will also be added on Mentor in order to monitor compliance data such as statutory and mandatory training.

7.3 Work Placements

Work Placements apply to individuals who are looking to gain experience in healthcare either as part of a programme of studying or to consider healthcare careers.

Applicants should be over the age of 16 for non-clinical settings and over 18 for clinical settings. Any work experience, including admin and clerical, in clinical settings should not be offered to anyone under the age of 18.

7.4 Volunteers

Volunteers are subject to same recruitment processes and checks as outlined within the policy, unless volunteers are providing advice / support such as that within the role of a Patient Safety Partner as outlined within the Patient Safety Policy, providing lived experience and support in responding to incidents.

7.5 Apprenticeships

Apprenticeships offer the opportunity to gain formal recognition, through a qualification, for the competence and skills demonstrated in day-to-day work. The Organisation actively recruits from our local communities into a range of clinical and nonclinical entry level posts, which are paid at a specific apprenticeship rate.

8. Policy Review

This policy will be reviewed in two years' time. Earlier review may be required in response to relevant changes in legislation or guidance.

9. Monitoring

Data will be used to report on Workforce Minimum Data Set standards, and used to develop future workforce plans and strategies in order to deliver CES Medical Ltd strategies.

An annual audit will be undertaken of where roles have been advertised and recruited to, to ensure the policy has been applied in its fullness and identify areas of improvement / learning.

10. Equality Statement

CES Medical Ltd is committed to promoting positive measures that eliminate all forms of unlawful or unfair discrimination on the grounds of age, marriage and civil partnership, disability, race, gender, religion/belief, sexual orientation, gender reassignment and pregnancy/maternity, or any other basis not justified by law or relevant to the issues being raised.

CES Medical Ltd will therefore take every possible step to ensure that this procedure is applied fairly to all staff, advocates, and potential employees regardless of the aforementioned protected characteristics or any other irrelevant factor.

By committing to a policy encouraging equality of opportunity and diversity, CES Medical Ltd values differences between members of the community and within its existing workforce, and actively seeks to benefit from their differing skills, knowledge, and experiences in order to provide an exemplary healthcare service. CES Medical Ltd is committed to promoting equality and diversity best practice both within the workforce and in any other area where it has influence.

Where there are barriers to understanding; for example, a patient, advocate or employee has difficulty in reading or writing, or where English is not their first language, additional support will be put in place wherever necessary to ensure that the process to be followed is understood and that each individual is not disadvantaged at any stage in the procedure.

Anyone exercising their rights and entitlements under these regulations will suffer no detriment as a result.

11. Appendix One – Equality Impact Assessment

EQUALITY IMPACT ASSESSMENT

The Equality Analysis (EA) form should be completed in the following circumstances:

- All new policies
- All policies subject to renewal
- Business cases submitted for approval to hospital management impacting service users or staff
- Papers submitted to hospital management detailing service redesign/reviews impacting on service users or staff
- Papers submitted to Board of Directors for approval that have any impact on service users or staff

Name of Policy, Service, Function, Project or Proposal	Recruitment and Selection Policy
Lead Assessor	Karolina Ker
Date Completed	17/11/2025
What is being assessed? Please provide a brief overview.	The impact this policy will have on groups of protected characteristics.
Who will be affected (staff, patients, community)	Staff and patients
Section 1 should be completed to analyse whether any aspect of your proposal/document has any impact (positive, negative or neutral) on groups from any of the protected characteristics listed overleaf. When considering any potential impact you should use available data to inform your analysis such as complaints data, Patient or Staff satisfaction surveys, local consultations or direct engagement activity. You should also consult available published research to support your analysis.	

Section 1 – Analysis

What is the impact on the equality groups below? Rationale / Detail		
Positive: • Advance equality of opportunity • Foster good relations between different groups • Address explicit needs of equality target groups	Negative: • Unlawful discrimination, harassment and victimisation • Failure to address explicit needs of equality target groups	Neutral: • It is quite acceptable for the assessment to come out as Neutral impact • Be sure you can justify this decision with clear reasons and evidence if you are challenged

Equality Group	Any Potential Impact? Positive, negative or neutral.	Rationale / Detail
Race	Neutral impact	When implemented, the policy will not have an impact on this equality group.
Religion or belief	Neutral impact	When implemented, the policy will not have an impact on this equality group.
Disabled people (including physical and mental health impairment)	Neutral impact	When implemented, the policy will not have an impact on this equality group.
Sexual orientation	Neutral impact	When implemented, the policy will not have an impact on this equality group.

Age (young people, older adults)	Neutral impact	When implemented, the policy will not have an impact on this equality group.
Pregnancy and maternity	Neutral impact	When implemented, the policy will not have an impact on this equality group.
Gender	Neutral impact	When implemented, the policy will not have an impact on this equality group.
Gender Reassignment	Neutral impact	When implemented, the policy will not have an impact on this equality group.
Human Rights	Neutral impact	When implemented, the policy will not have an impact on this equality group.
Other, e.g. carers	Neutral impact	When implemented, the policy will not have an impact on this equality group.
Any other group (please detail)	Neutral impact	When implemented, the policy will not have an impact on this equality group.

If you have identified any negative impact, you should consider whether you can make any changes immediately to minimise any risk. This should be clearly documented on your paper cover sheet/policy document detailing what the negative impact is and what changes have been made.

If you have identified any negative impact that has a high risk of adversely affecting any groups defined as having a protected characteristic, then please continue to section 2. In all cases, you should submit this document with your paper and / or policy in accordance with the governance structure with copies to the HR Lead.

If you have identified that there are potentially detrimental effects on certain protected groups, you need to consult with staff, representative bodies, local interest groups and customers that belong to these groups to analyse the effect of this impact and how it can be negated or minimised. There may also be published information available which will help with your analysis.

Section 2 – Full Analysis

Who and how have you engaged to gather evidence to complete your full analysis?	What are the outcomes?	What is your overall analysis based on your engagement activity?

Section 3 – Action Plan

You should detail any actions arising from your full analysis in the following table; all actions should be added to the risk register for monitoring.

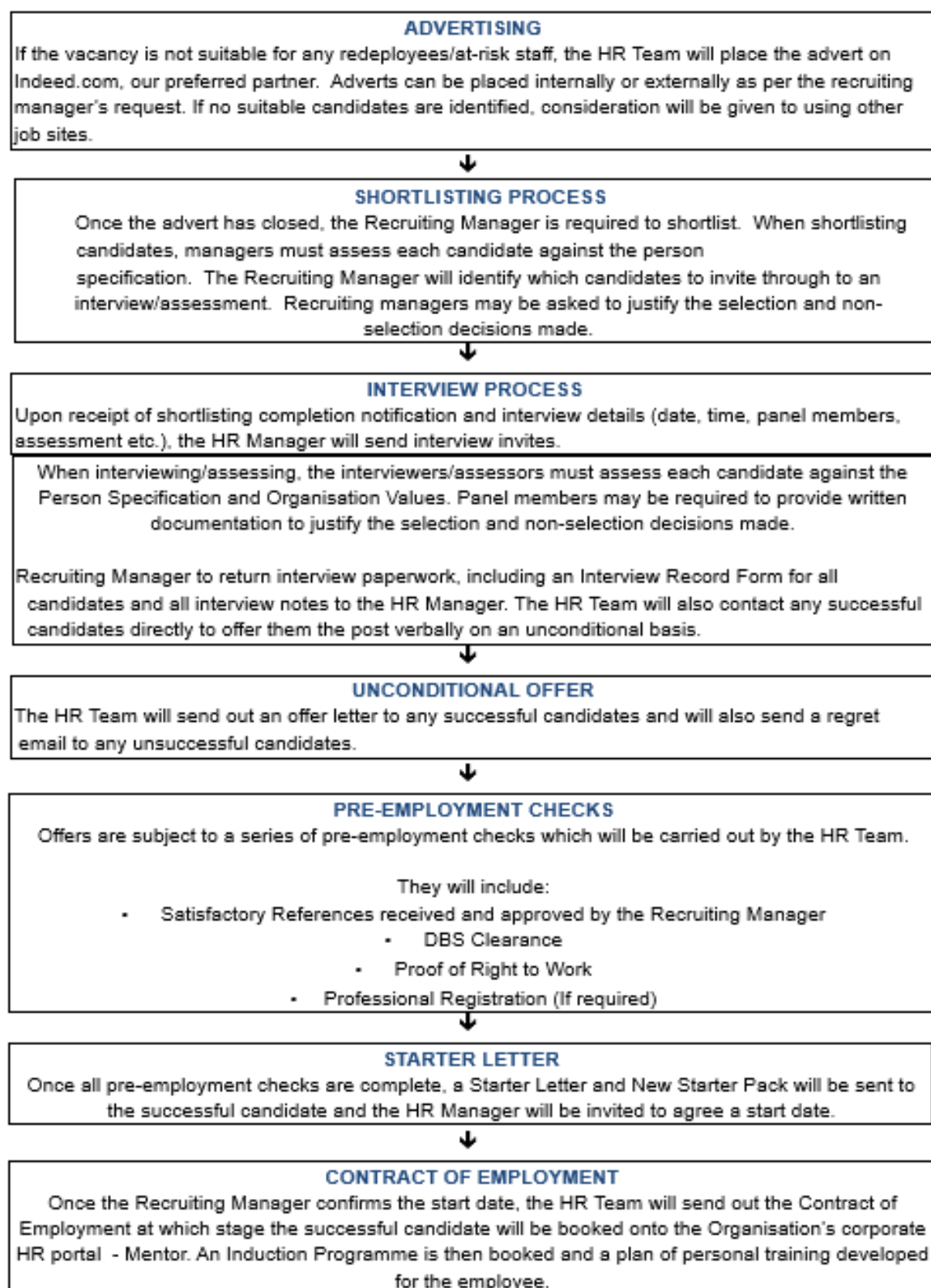
Issue	Lead	Action Required	How will you measure outcomes?

Agreed Review Date: 17/11/2026

Signed by: Karolina Ker, HR and Governance Lead

Date: 17/11/2025

Appendix Two: Recruitment Process Flow Chart



Appendix Three:

HR Management Process Flow

