

WP1 Policy for Safe Recruitment and Selection

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Documents to be read alongside this document:	WP1a Pre-employment Clearances WP1b All Wales Secondment Policy WP1c Consultant Recruitment Procedure WP1d Medical Locum and Extension Procedure WP1e Recruitment Procedure for Very Senior Posts WP8 Equality, Diversity and Human Rights Policy WP26 Job Evaluation Procedure WP29 BCUHB Relocation policy WP59 Personal Employee Record Management Procedure All Wales Information governance policy NHS Employment Check Standards – NHS Employers Website Welsh Language standards				
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N.B. Staff should be discouraged from printing this document. This is to avoid the risk of out of date printed versions of the document. The Intranet should be referred to for the current version of the document.

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1. Introduction/Overview

1.1 The aim of this policy is to promote best practice recruitment, ensuring fair treatment for all individuals applying for roles in Betsi Cadwaladr University Health Board.

1.2 The Policy serves to outline the key relationship between the Health Board and North Wales Shared Services Partnership (NWSSP) and identifies the roles and responsibilities across Health Board recruiting managers, resourcing teams and NWSSP teams.

2. Policy Statement and Relevant Legislation

2.1 This policy provides the parameters in which the recruitment of new and internal staff can be undertaken effectively and in compliance with relevant legislation and national guidelines.

2.1 The legislation applicable to the types of recruitment covered by this policy is;

- Freedom of Information Act 2000 & General Data Protection Regulations
- Equality Act 2010
- Rehabilitation of Offenders Act 1974 and Amendments order
- Asylum and Nationality 2006
- Part-time Workers (Prevention of less favourable Treatment) Regulations 2000
- Fixed Term Workers Regulations 2002

2.2 Failure to follow this policy may expose the organisation and potentially the individual to considerable legal risk and personal liability.

2.3 Additionally, the national guidance applicable to the types of recruitment covered by this policy is;

- NHS Employment Check Standards
- Concordat between the Academy Of Medical Royal Colleges and NHS Employers on the appointment of specialist medical staff

3. Aims/Purpose

3.1 The Policy will ensure that staff who are involved in the recruitment and selection process understand the importance of their role and obligations in recruiting staff to the Health Board.

The purpose of this policy is to ensure that staff are recruited to the health board in a manner that is fair and equitable, and also ensures compliance with all relevant legislation and regulations that healthcare employers must adhere to.

3.2 Application of this policy will achieve a consistent and high standard of practice in recruitment and selection procedures, ensuring selection decisions are based on objective job related criteria.

3.3 The policy supports the Organisation's commitment to equality of opportunity and the Welsh Language Standards, and to help ensure those involved in recruitment and selection are aware of good practice and relevant statutory requirements.

4. Objectives

4.1 This policy outlines the roles and responsibilities of those involved in the recruitment process to ensure that managers can recruit to their teams efficiently and effectively, whilst adhering to safe employment practices, legislation and regulation.

5. Scope

5.1 This policy applies to all permanent, fixed term and bank worker recruitment activities for all staff groups within the Health Board, and should be read alongside other relevant procedures and guidance available from the recruitment section of the Health Boards internal website, BetsiNet.

5.2 This policy applies to Agenda for Change (AFC), Very Senior Manager (VSM) and Medical and Dental (M&D) Recruitment.

5.3 This policy is supplemented by other supporting procedures as referenced within the document.

6. Roles and Responsibilities

6.1 Director of Workforce & OD

6.1.1 Responsible for the initiation and adherence of this policy under its commitment to promote best practice for safe and effective recruitment.

6.1.2 Periodically review the results of monitoring of this policy, and make recommendations for change as appropriate.

6.2 Recruiting Managers

6.2.1 Every vacancy requires a named Recruiting Manager to lead and manage the whole process end to end. This will usually be the direct line manager of the vacant position, or a more senior colleague where needed. The recruiting manager is responsible for the content of the advert, job description and person specification, and for selecting the best candidates according to the person specification

6.2.2. Recruiting managers will ensure this policy is applied consistently throughout their recruitment activities and to keep abreast of changes to policy or procedure that may occur periodically.

6.2.2 Ensure that recruitment systems are fully utilised throughout the recruitment process and updated in a timely manner, which will maximise efficiency and ensure performance measures are accurately recorded and monitored for all staff groups.

6.2.3 To complete actions such as shortlisting and confirming interview outcomes in TRAC and start dates in accordance with key performance indicators, found on the intranet, in order to ensure a positive recruitment experience for candidates.

6.2.4 Scan and upload all relevant documents such as interview scoring sheets (and any records of interview questions and responses) to TRAC for retention following interview.

6.2.5 Maintain appropriate confidentiality throughout the recruitment process and in-line with the Health Board information governance policy.

6.2.6 Complete the new starter payroll form (or ESR assignment change form for internal appointments) with the employee on their first day, and submit to payroll with any supporting information required such as P45, in line with payroll deadlines.

6.2.7 To ensure each new starter is booked onto the Corporate Induction Programme and to provide local induction to new starters ensuring the candidate has a positive commencement experience

6.3 People Services Teams

6.3.1 Ensure this policy remains compliant with current legislation and national guidance.

6.3.2 Ensure the Recruitment and Selection training remains compliant with current legislation and national guidance.

6.3.3 Provide advice to recruiting managers on Recruitment and Selection.

6.3.4 Maintain operating procedures and intranet resources to support managers in undertaking recruitment.

6.3.5 Provide regular updates to the overarching Business Intelligence dashboard and ad-hoc reports on recruitment activities.

6.6.6 To ensure that vacancy control and funding decisions relating to recruitment are undertaken in accordance with Establishment Control Guidelines.

6.4 North Wales Shared Services Partnership (NWSSP)

6.4.1 To provide transactional recruitment services for all Agenda for Change recruitment activities in accordance with agreed performance indicators and service level agreements. This may also include other staff groups as mutually agreed with the Health Board.

6.4.2 To ensure all appointments are in compliance with NHS Employment Check Standards and relevant legislation, and within agreed timescales.

6.4.3 To provide timely guidance and TRAC training for the recruiting managers.

6.4.2 In respect of the recruitment of Medical and Dental, Very Senior Managers (VSM) and non-clinical agency workers from band 7 and above, the Health Board internal recruitment teams will undertake full end-to end transactional and administrative recruitment activities. Dual references within the policy should be read with this interpretation in mind.

6.5 Occupational Health Services

6.5.2 Occupational Health Services are responsible for pre-employment screening and appointments for permanent and bank recruitment as necessary, providing an appropriate clearance report on the prospective employees' suitability to work with any adjustments as necessary within agreed timescales, and utilising relevant systems.

6.6 Organisational Development Services

6.6.1 Organisational Development are responsible for providing Corporate Induction training and appropriate advice.

6.6.2 Organisational Development are responsible for providing in-house training as appropriate, such as interview skills training for employees wishing to progress internally.

7. Recruitment Principles

7.1 Preparation – Recruitment Requirements

7.1.1 Recruiting managers should endeavor to plan for recruitment at the earliest possible stage, for example when a member of staff is known to be planning to hand in their notice, or when the need for an additional post is identified.

7.1.2 Key dates should be planned at the earliest opportunity (see template at appendix six) considering recruitment timescales and KPIs, with dates for shortlisting and interviewing confirmed at the earliest opportunity, to avoid undue delays in the process. Recruiting managers may wish to consider allowing time for shortlisted candidates to have informal visits to the department, following shortlisting, and prior to interview, when planning key dates.

7.1.3 It is recommended that a manager should submit their establishment control request (ECR) via the informatics portal at the first available opportunity when the need for recruitment is identified.

7.1.4 All internal and external adverts must be published bilingually (Welsh and English). The Health Board maintains a library of bilingual Job Descriptions and Person Specifications which should always be used where possible. Managers should plan for any aspects of the advert, job description person specification which may require updating allowing time for job matching / evaluation and for welsh translation as appropriate, particularly if the role is to be advertised via social media. Please refer to appendix one for further information regarding advertising text.

7.1.5 Vacancies must have their pay band or scale confirmed via the appropriate job matching or evaluation procedure before recruitment can commence. Documents which are made available via the Job Description Library have been confirmed through this process previously.

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7.2 Fixed Term Contracts

7.2.1 When considering the recruitment requirements, it may be necessary to consider recruiting to a fixed term, rather than a permanent contract for example in the following scenarios;

- To provide cover for maternity or other type of long term absence.
- To support a project or task with a defined end date.
- When the post is funded on a non-recurrent basis.
- Where it is a training post which will come to an end on completion of training or on a specific date.

7.2.2 The reasons for the fixed term contract and the end date must be clearly documented on the vacancy request as they may be relied upon later.

7.2.3 Please seek advice from your local resourcing team regarding the implications of recruiting on a fixed term basis before raising a vacancy request for a fixed term contract.

7.3 TRAC Vacancy Request and Authorisation

7.3.1 Managers may begin their TRAC vacancy request whilst the ECR approval is ongoing, but must ensure it remains in draft stage until the ECR is approved. Draft vacancies can be continually updated and saved allowing progress over a period of time while ECR authorisation is in progress. Inactive drafts which are not updated will be deleted automatically after 30 days.

7.3.2 When requesting a new vacancy in TRAC, it is possible to use a previous vacancy as a template to reduce the amount of new information required. Previous templates will be displayed at the foot of the new vacancy request screen and can be viewed and selected, as required. When populating the new vacancy request form,

certain fields are mandatory and must be completed bilingually where there is a radio button against that field for English and Welsh (Cymraeg) text.

7.3.3 A vacancy request requires bilingual advertising text separated into four sections. This is the main place where recruiting managers have the ability to attract applicants to a job role, and so it is important to talk about the job role specifically, including what the role entails, what is different or rewarding about the role etc. Please refer to appendix one for further guidance.

7.3.4 Each vacancy request requires a Job Description and Person Specification to be uploaded, in accordance with the Job Evaluation procedure. Recruiting managers are advised to utilise standard bilingual job descriptions and person specifications from the job description library on Betsinet where possible. It is important to ensure the advert and supporting documents portray a true reflection of the role so it may be appropriate to use bespoke Job Descriptions and person specifications provided they have been assessed through the job evaluation process.

7.3.5 A bilingual Occupational Health Form must also be attached to each advert. Please refer to Betsinet for current templates.

7.3.6 The [Recruiting Managers Pack](#)ⁱ on the intranet holds helpful information to support managers preparing to recruit and inputting TRAC vacancy requests including helpful Welsh phrases.

7.3.7 Consideration should be given to whether the job role would be eligible for a certificate of sponsorship in line with either the [Skilled Worker visa](#)¹ or [Health and Care Visa](#)ⁱⁱ in respect of salary, hours and qualification requirements. If the role is not thought to be eligible for a certificate of sponsorship, this should be stated in the advert using the text in the template at appendix one. Please refer to section 7.24 for further information on complying with immigration legislation.

7.3.8 Managers should consider staff that have been placed in the redeployment pool, in order to recruit into their vacancy, prior to advertising.

7.4 Advertising

7.4.1 Once the ECR has been approved, recruiting managers will progress the TRAC New Vacancy Request to the next stage by adding the 'BCU Establishment Control Team' as an authoriser within TRAC and clicking 'request authorisation'. Further checks will be undertaken by the Establishment Control Function within People Services to ensure there is no potentially discriminatory language and that the Welsh translations are accurate, before approving the vacancy in TRAC, usually within two days, unless substantial issues are identified, in which case the vacancy may be returned to the recruiting manager with advice on amendments required.

7.4.2 Once approved, the Establishment Control function will submit the vacancy to be published on TRAC and NHS Jobs. Medical and Dental vacancies are also

¹ [Skilled Worker visa: Overview - GOV.UK \(www.gov.uk\)](#)

automatically replicated on the BMJ website. Vacancies at band 5 and above are automatically posted to the BCUHB LinkedIn page.

7.4.3 In many cases these advertising methods are sufficient, however other options available include social media advertising, both free and paid for. To request additional social media advertising, the request form is [available here](#).² Social Media posts must also be published bilingually..

7.4.4 The Health Board prefers applications online to ensure candidates are assessed and processed consistently and to maximise efficiency. Offline applications may be provided where a candidate's disability or other mitigating factors prevents them from applying online. The use of offline applications will be agreed with the recruiting manager and corresponding People Services Resourcing Manager.

7.4.5 The length of time an advert is published is typically two weeks but this can be adjusted according to the level of interest anticipated in the vacancy. Deviations from this must be recorded in TRAC, with a corresponding note in the system to the advertising team.

7.4.6 Consideration should be given to advertising Welsh Essential posts in appropriate Welsh media e.g. Lleol Cymru to ensure that the posts are advertised to the right audience. Welsh Essential posts cannot be amended to Welsh desirable, if the recruiting manager hasn't made every effort to ensure that the post is advertised in the correct markets.

7.5 Selection Methods

7.5.1 A non-exhaustive list of possible selection methods is outlined in section 7.8 and 7.9 below. The Recruiting Manager will decide on the most appropriate people and methods to be involved in the selection process. Those involved in the selection process should be at a senior grade to the vacant post. Small or specialist teams may agree that equivalent colleagues are included in interview panels, in addition to senior colleagues, and/or need to involve colleagues from another Team in order to form a suitable selection panel.

7.5.2 The selection methods should be designed proportionate to the level of the role to obtain sufficient relevant information about the candidates, to enable assessment against the essential and desirable requirements of the Person Specification.

7.5.3 Where Welsh speaking or writing is an essential requirement of the job, there must be an assessment of the candidate's ability by means of an oral or written test by a competent person, and at least part of the interview must be conducted in Welsh.

7.6 Longlisting

² https://nhswales365.sharepoint.com/sites/BCU_WOD_Rec/SitePages/Social-Media.aspx?from=SendByEmail&e=XRZ3ciYePEesIZAuLSWAeA&at=9

7.6.1 Recruiting Managers may choose to filter applications at advertising stage, known as longlisting, based on overall evidence of meeting the person specification either wholly, mostly, or not at all. Usually there will be more detailed analysis against the person specification of the better applications, using the online shortlisting tool, in order to make selection decisions

7.6.2 Managers wishing to utilise this method must notify the recruitment team in the notes section in TRAC when raising the vacancy request, to prevent the vacancy from being progressed to shortlisting following the advert closing date.

7.6.3 Recruiting Managers who choose to longlist, are responsible for maintaining accurate reasons for rejection, based on the person specification, either by entering a comment in TRAC or locally, so that candidates can receive feedback on request and to ensure that the Health Board has a suitable defence against any discrimination claim that may arise following a decision to reject a candidate.

7.7 Online Shortlisting

7.7.1 Unless previously notified, NWSSP will move applicants on each vacancy through to shortlisting stage, within two days of the vacancy closing date.

7.7.2 Shortlisting must involve at least one member of the interview panel, this is usually the Recruiting Manager for the role and a colleague. Only in exceptional circumstances, agreed with the relevant Resourcing manager, should a shortlist be chosen by a panel which is not the interview panel. . (Please refer separately to the process for [shortlisting M&D consultants](#))ⁱⁱⁱ.

7.7.3 The 'online shortlisting' facility in TRAC should be used, whereby all applications are scored against the person specification, according to the weightings set by the Recruiting Manager when the vacancy is raised. Applications must be scored on merit compared to the person specification. Applications must not be disregarded on the basis of right to work status, as this would be considered discriminatory.

7.7.4 Shortlisters can also record notes and these should relate to the application compared to the person specification, evidencing reasons for scores.

7.7.5 The TRAC system offers the most robust method of assessment against the person specification and ensures the Health Board legal obligations are met, by recording details of all shortlisting decisions for a period of 12 months. TRAC ensures that Recruiting Managers assess applications objectively by only displaying the application for employment (qualifications and professional registration, employment history and supporting information) at shortlisting stage. No personal details are made available to ensure that decisions are based solely on the knowledge skills and experience that the candidate demonstrates via their application form.

7.7.6 The Health Board is an accredited 'Disability Confident' Employer. Part of this commitment means that applicants who choose to declare that they have a disability,

must be considered against only the essential (and not the desirable) shortlisting criteria. They must be invited to interview if they are able to demonstrate meeting all of the essential criteria within their application. This will not initially be obvious to a recruiting manager, but a prompt will be displayed if a manager is selecting to 'reject' a candidate who has declared a disability, and advising them to take this into consideration.

7.7.7 For shortlisting and selection of Medical and Dental Consultants, please refer to the specific procedure by clicking [here](#)³

7.7.8 Once all shortlisting members have completed their scores, the lead interviewer (as nominated on the original vacancy request) must decide which candidates to progress to selection and update TRAC accordingly. This will usually be the highest scoring candidates when all shortlisting scores are combined. To ensure a thorough comparison is made, it is recommended that a minimum of three candidates per vacancy are shortlisted, where possible. The lead interviewer must take timely action to update TRAC in order for the NWSSP / Resourcing teams to progress the vacancy.

7.8 Structured Interviews

7.8.1 Structured Interviews are the most commonly used selection method. Interview panels should comprise a minimum of two members with at least one person having attended recruitment and selection training. Every reasonable effort should be made to ensure interview panels consist of a diverse range of members to mitigate conscious or unconscious bias.

7.8.2 All candidates should be asked the same core questions, based on the criteria published within the person specification, however this does not prevent additional probing on an individual basis.

7.8.3 Interview questions must be designed to assess the criteria outlined in the person specification, and should focus on the candidate's ability to demonstrate appropriate skills knowledge, experience and where appropriate to the role, and practical application of theory. Best practice is to plan expected interview responses (model answers) and agree scoring mechanism, in advance of interviews. Competency based interview techniques are recommended particularly for positions which are suitable for new entrants to the role.

7.8.4 It is important that a combination of competency (technical, knowledge based) and values based criteria are part of the selection process. If there are multiple selection methods, for instance a stakeholder panel that assesses the competence, experience and ability of a candidate, it is appropriate that the formal interview panel assesses on values based criteria. Further guidance on values based recruitment is [available here](#)⁴.

³ [2022.04.25 Consultant Recruitment Procedure - V1.docx \(sharepoint.com\)](#)

⁴ https://nhswales365.sharepoint.com/:w:/t/sites/BCU_Intranet_OrgDev/_layouts/15/Doc.aspx?sourcedoc=%7B55087FF3-5F5C-4507-92D8-

7.8.5 An example scoring sheet is included at appendix three.

7.8.6 During an interview it is important that managers seek to assess a candidate's suitability to undertake the role. In addition, it is also important to understand a candidate's motives to joining the Health Board, as such recruiting managers should ask candidates if they have any relationships with staff already employed within the health board.

7.9 Other Selection Methods

7.9.1 Recruiting Managers are encouraged to utilise a range of selection methods appropriate to the role in order to thoroughly assess the candidate's suitability.

7.9.2 Other selection methods available include;

- Psychometric Testing
- Stakeholder informal interview panel
- Situational Judgement Tests
- Presentation
- In-tray exercises
- Typing tests
- Knowledge Tests
- Data Input Tests
- Report Writing
- Scenario Tests
- Group Exercises

7.10 Fluency Duty

7.10.1 Under the Immigration Act (2016), the Health Board has a duty to ensure that all successful applicants in customer facing roles speak English to an appropriate standard. This includes roles where the employee is regularly required to interact with members of the public both face to face and over the phone in the job role.

7.10.2 Recruiting Managers must therefore conduct a thorough assessment of **all candidates**, to ensure that they are able to speak with confidence and accuracy, using correct sentence structures and vocabulary without hesitation and appropriate to the job role being recruited. Recruiting Managers are encouraged to utilise a range of selection methods relevant to the job role in order to provide assurance of a candidate's fluency in English. Recruiting Managers will need to record how fluency has been assessed and deemed acceptable in interview notes.

7.11 Offering Employment and Pre-employment Checks

7.11.1 The recruitment decision must be based on the information received during the application and selection process and based solely on the candidate's suitability for the post when compared with the person specification.

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7.11.2 After the interview / selection process, the Recruiting Manager will make a verbal offer to the preferred candidate at which point they will discuss potential start dates. The recruiting manager will contact the unsuccessful candidates to confirm the decision with an offer of feedback.. The Recruiting Manager may wish to prompt the preferred candidate to begin gathering their ID and qualifications documents in readiness.

7.11.3 The Recruiting Manager must then confirm the appointment decision within TRAC, adding confirmation of the offer to be made to the candidate and their proposed start date, taking into account any notice period and allowing for pre-employment checks to be processed. Candidates may decide to hand in their notice at the initial offer stage if they are confident of the likely outcome of pre-employment checks, i.e. they will know if they have a history of prolonged absences, disciplinary matters, cautions or convictions that could impact the conditional offer.

7.11.4 Recruiting Managers must also record reasons for rejection of unsuccessful candidates, aligned to the criteria in the published person specification. These notes are stored within TRAC in accordance with legal requirements, for a maximum of 400 days from the date the application is first submitted or 200 days after the proposed, booked or actual successful candidates' start dates, whichever is the greater.

7.11.5 Once a manager confirms the offer to be made within TRAC, NWSSP or local Resourcing Teams (for medical staff) will confirm the offer of employment in writing, providing a proposed start date and a link to overall terms and conditions. Offers are subject to pre-employment checks being received in a timely manner and deemed satisfactory within TRAC by the Recruiting Manager.

7.11.6 The NWSSP or local Resourcing Teams will conduct the pre-employment checks in accordance with NHS Employment Check Standards and applicable All Wales agreements.

7.11.7 Offers of employment are subject to pre-employment clearances being received and deemed satisfactory, and therefore candidates should not commence in post until pre-employment clearance have been undertaken.

7.11.8 It is expected that all parties will work towards achieving the proposed start date outlined within the candidates offer letter, however this may need to be changed depending on the progress of the clearances.

7.11.9 If the candidate commencing prior to employment checks are completed is deemed business critical and potentially impacts patient care, a risk assessment must be carried out by the Recruiting Manager, approved by the relevant Associate Director of People Services via the electronic request form. to enable the candidate to commence.

7.12 Unsatisfactory Checks

7.12.1 The pre-employment checking process may reveal information about a candidate that a Recruiting Manager deems unsatisfactory. Refer to section 7.15 for

guidance on withdrawing an offer of employment due to unsatisfactory employment checks.

7.12.2 Examples of unsatisfactory information may include, but are not limited to, unsatisfactory references (e.g. attendance or disciplinary record and/or non-disclosure thereof), and/or a criminal history as detailed on a DBS disclosure. Owing to the possible consequences of unsatisfactory employment checks, candidates must be allowed, should they wish, to not serve notice with their current employment whilst pre-employment clearances are ongoing.

7.13 Employment References

7.13.1 Welsh NHS organisations, and most NHS organisations across the UK, have adopted a factual reference request template for the majority of staff groups. Factual references therefore will only confirm details of the roles held, sickness and any disciplinary information. Performance information is no longer included on the basis of being subjective. Notwithstanding this, there are exceptions such as VSM and senior Medical & Dental posts where performance / character references may be sought and provided.

7.13.2 Where a reference reveals negative information and / or high levels of absence, the manager is advised to speak to the applicant and, if appropriate, the referee providing the information to establish any potential underlying issues and / or mitigating circumstances.

7.13.3 The Manager should then consider the evidence provided and any mitigating circumstances in order to decide whether this indicates a likelihood of unacceptable absence in line with the Attendance Management Policy in the new role.

7.13.4 The manager should also consider any measures that may be put in place to prevent future poor performance, or absence such as reasonable adjustments (if applicable) and / or additional training, and may wish to seek advice from People Services or Occupational Health Services before making a final decision on whether to continue with the appointment.

7.13.5 Managers providing references for leavers and former employees should ensure that the All Wales actual reference template is used. Please contact your local Resourcing Team if advice is required.

7.14 DBS Disclosures and Recruitment of ex-offenders

7.14.1 The Health Board has a duty to comply with the Rehabilitation of Offenders Act 1974. Having a criminal record does not necessarily mean that an individual will be declined employment in the Health Board. Applicants must disclose criminal convictions on their application form and this can form the basis of a conversation regarding disclosed convictions following the interview process, before an offer of employment is made.

7.14.2 Where a DBS disclosure reveals previous cautions, convictions or reprimands, whether spent or unspent, the Recruiting Manager is advised to consider the

seriousness of the offence(s), and if appropriate, to meet with the individual concerned to establish the context of the incident(s) and any mitigating circumstances.

7.14.3 The Recruiting Manager must then make a risk based decision, balancing the skills and experience of the candidate against the details of the disclosure and any mitigation offered by the candidate, to establish whether they believe the individual is likely to present a risk to patients or staff in the future.

7.14.4 The details of the decision made should be recorded on the DBS Disclosure Review form and countersigned by the Head of People Operations for the department.

7.14.5 Where the DBS disclosure reveals that the individual is barred from engaging in regulated activity with a vulnerable group, and the role involves such duties, the offer of employment must be withdrawn.

7.15 Withdrawing the Offer

7.15.1 Where the manager chooses to withdraw the offer of the position due to unsatisfactory checks, they must advise the individual verbally. The decision will then be confirmed in writing by NWSSP or, for M&D applicants, the local Resourcing Team.

7.15.2 Recruiting Managers may wish to offer the post to the next highest scoring candidate from the previous interview, or to initiate a new recruitment process.

7.15.3 In exceptional circumstances, where the pre-employment check information reveals substantial misdirection, Recruiting Managers may feel it appropriate to report the concerns to the Local Counter-Fraud Specialist or the police, and any regulatory bodies applicable to the role.

7.15.4 If during employment the Health Board uncovers any incident where false or misleading information has been provided by an applicant during the recruitment process, the line manager should contact the Local Counter-Fraud Specialist, and any regulatory bodies applicable to the role.

7.16 Approaching Reserve Candidates

7.16.1 Where an offer is withdrawn, or a new vacancy arises which shares the same job title, pay band, job description and person specification as a recently advertised post, reserve candidates can be approached within three months of the date of their interview, in priority order of highest interview scores providing the candidate was deemed appointable by the interview panel at the time

7.17 DBS Update Service

7.17.1 Candidates are encouraged to join the DBS Update Service.

7.17.2 The advantage of joining the update service is that individuals will not require a new DBS certificate, for example if they decide move positions within the NHS, and therefore any future transition to new employment will be more efficient.

7.12.3 Recruited candidates who are not part of the update service are required to undertake a new DBS, unless they have undertaken a DBS at the same level, within NHS Wales in the last three years.

7.18 Intra-Authority Transfers and Sharing of Information

7.18.1 Applicants and employees are reminded that their information may be shared with other NHS Organisations via the ESR system in the event of staff moving from one NHS organisation to another.

7.19 Completing the Recruitment Process

7.19.1 On completion of pre-employment checks NWSSP, or the local Resourcing Team for M&D appointments, will undertake a quality check of the file to ensure the details received meet the required standards. After this, the candidate is allowed to start at the mutually agreed date with the department.

7.19.2 The manager should add a note to TRAC to confirm the agreed start date. The NWSSP / Local Resourcing Team will update the candidate's file and the Contract of Employment will be generated.

7.19.2 Managers will receive an email when the employee recruitment file is complete and available to be downloaded. It is essential that this documentation is downloaded and retained as part of the employee's personal file, in accordance with WP59 Personal Employee Record Management Procedure..

7.19.3 Please note that it is essential to retain an up to date copy of an employee's proof of Right to Work in the UK, on their personal file throughout their employment.

7.19.4 Details of pre-employment checks are recorded in ESR (Electronic Staff Record) by the NWSSP / Local Resourcing Teams which supports ongoing monitoring for right to work and professional registration.

7.20 OTHER TYPES OF RECRUITMENT

7.20.1 Acting-up Arrangements

7.20.2 Where there is a service need, an employee may be required to act up to cover duties of a higher band for a period of more than one month, but not usually more than six months.

7.20.3 An ECR must be raised, as per normal recruitment procedures.

7.20.4 An internal advertisement is recommended to ensure all staff that may be eligible for the position are given the opportunity to apply.

7.21 Secondments

7.21.1 Recruiting Managers should refer to the All Wales Secondment Policy when considering offering a secondment, and when considering a secondment request from an employee.

7.21.2 An ECR must be approved, before recruitment to a secondment can commence. Secondment opportunities for six months or less will appear on the BetsiNet Secondments page. Longer opportunities will be advertised via TRAC and the normal recruitment procedure will apply.

7.22 Relocation Expenses

7.22.1 To attract candidates from a wider geographical area, Recruiting Managers may wish to offer relocation expenses for a particular role subject to the provisions of the Health Board Relocation Policy. In order to make this visible within the vacancy advert, Recruiting Managers must click the relocation expenses flyer attachment within the TRAC Vacancy Request, which will ensure this information appears on the advert, and it is recommended to mention this within the 'Job Overview' section of adverts too.

7.22.1 Please refer to the Relocation policy for full details of entitlements.

7.23 Equality and Diversity In Recruitment

7.24.1 Equality and Diversity principles have a high impact on the recruitment and selection of staff. All those involved in recruitment have a legal responsibility to ensure that discrimination does not take place on the grounds of gender, religion, age, disability, ethnicity or race, sexual orientation or the candidates responsibilities as a carer. Therefore, all recruiting managers must be in-date with the mandatory Equality and Diversity training.

7.24 Complying with Immigration Legislation

7.24 1 Immigration legislation has changed significantly in recent times and two new types of visa were introduced, the Health and Care Visa for roles directly delivering Health Care across all professions, and the Skilled Worker Visa which may be applicable to Corporate and Support Roles subject to meeting the eligibility criteria.

7.24.2 When deciding if a role might be eligible for sponsorship, prior to advertising, care should be taken to check current eligibility criteria online, but at the time of writing a minimum salary requirement of £26,200 applies to the skilled worker visa. For the Health and care visa a minimum salary of £20,960 is applicable, as well as a minimum skill requirement for the role commensurate with RQF level three, which includes A-Levels or NVQ level 3 amongst others.

7.24.3 It is important to note that eligibility criteria also applies to applicants, but this would be assessed after an offer of employment has been made.

7.24.4 The resident labour market test is no longer a feature of immigration rules and all applications must be considered on merit. Immigration status must not be used as a factor in selecting candidates, as this would be considered discriminatory.

7.24.6 Where a successful candidate requires a certificate of Sponsorship (CoS), NWSSP or Local resourcing Team will support this process. The Recruiting Manager will be required to confirm the correct budget code for the costs associated with the CoS. Current costs are available via the UKVI website.

7.24.7 The Health Board has certain responsibilities to the Home Office in respect of workers holding a Certificate of Sponsorship. This includes retaining documents to evidence right to work continuously, maintaining up to date records for the individual, and reporting any concerns to extended leave to UKVI using the sponsor management system. Managers are advised to liaise with resourcing teams to report extended leave or any other concerns,

7.24.8 Employees on a Certificate of Sponsorship and other types of temporary right to work are monitored through ESR and will be contacted by the People Services team in the lead-up to their visa expiry, in order to ascertain their plans for continued right to work, and may be offered a Certificate of Sponsorship where applicable.

7.24.9 Applicants on a Student Visa may be permitted to work limited hours per week, during term time, as stated on their residence permit, and confirmed via the employer checking service. Students who are permitted to work, may work up to full time outside of term time. They must provide evidence of this to be retained on their personal file.

7.25 Protected Characteristics

7.25.2 The Single Equality Act 2010 harmonised anti-discrimination law and identified ten Equality strands that are all covered under this law. These strands include;

- Age
- Disability
- Gender reassignment
- Marriage and Civil partnership
- Pregnancy and Maternity
- Race
- Religion
- Belief
- Sex
- Sexual orientation

7.26 Preventing Discrimination

7.26.1 The Equality Act 2010 has also strengthened and extended the types of discrimination for organisations to be aware of in order to eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Act.

7.26.2 Direct Discrimination – Must not treat a person worse than someone else just because of a protected characteristic.

7.26.3 Indirect Discrimination – Can occur when you have a condition, rule, policy or practice that applies to everyone but disadvantages people who share a protected characteristic.

7.26.4 Associative Discrimination – Must not treat a person worse than someone else because they are associated with a person who has a protected characteristic.

7.26.5 Perception – Must not treat a person worse because you incorrectly think they have a protected characteristic.

7.26.6 Victimisation – Must not victimise or treat a person badly because they have complained about discrimination or helped someone else to complain.

7.26.7 Harassment – “unwanted conduct related to a relevant protected characteristics, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

7.26.8 Third Party Harassment – harassment experienced by Third Parties who may not be employees of the Trust such as customers, patients, clients.

8. Equality including Welsh Language

8.1 Applicants are encouraged to apply in English and Welsh.

8.2 Interviews are conducted in Welsh on request.

8.3 Ability to speak Welsh is highly desirable in many posts.

9. Well-being of Future Generations

9.1 The policy is compliant with the Well-being of future generations act in that it does not treat younger persons any less favorably, and is not thought to harm the future ability of younger people to gain work.

10. Environmental Impact

11.1 This policy is not thought to have a notable environmental impact. The majority of recruitment tasks are carried out online. It is recognised that conducting in-person interviews may have an environmental impact as a result of candidates using personal or public transport to travel within and to North Wales for interviews. On this basis, Recruiting Managers should consider the necessity of conducting face to face interviews as opposed to using online systems such as MS Teams. This will be considered in accordance with the seniority of the role, the types of selection methods used and whether using an online interview would have a detrimental effect to the making the appointment decision.

11. Resources

11.1 Resources are provided within the People Services Directorate and periodically reviewed and amended as required to meet the needs of the policy.

12. Training

12.1 NWSSP provide guidance for Recruiting Managers available [here](#)⁵. TRAC Training can also be accessed through NWSSP via this [link](#).

12.2 User guides for each process within TRAC are also available within the system in both written and video format. Log in to the track system and access them through the 'User Guides link on the far right of the menu bar at the top of the screen.

12.3 All staff involved in Recruitment must remain compliant with Equality and Diversity mandatory training modules.

⁵ <http://www.employmentservices.wales.nhs.uk/recruiting-managers-pack-bcu>

13. Implementation

13.1 This policy is to be reviewed and endorsed by the Policy Review Group and JLNC and then ratified by the Remuneration committee. Following ratification the policy will be implemented with immediate effect and will be reviewed in line with the HB's process for policy renewal.

14. Audit

Agenda for Change recruitment is audited for compliance as a quality check before a file is released for unconditional offer and contract to be issued.

Compliance with pre-employment clearances and ongoing monitoring of right to work checks in employment is monitored through a monthly safe employment report, which is reported to the Executive Delivery Group for People and Culture.

There may also be periodic reviews through NWSSP Audit team as required by the Health Board.

15. Review

15.1 This policy will be reviewed every three years.

16. Appendices

16.1 Appendix One – Bilingual Advertising text in TRAC

English	Welsh Translation / Translation Requirements
Job Overview Section (100 to 1500 characters)	
Use this section as your advert to describe the job role itself, the department, make the most of your unique selling points, such as shift patterns, opportunities for flexible working, what makes the job rewarding?	This section is specific to the job role and must be translated on an individual basis, therefore it is recommended to plan this section in advance to allow time for translation.
Main Duties of the Job (100 to 1500 characters)	
It is recommended that relevant sections of the job description are copied to provide applicants with a good introduction to what the job involves.	If using a standard JD from the library, a bilingual version will usually be available. Please plan in advance and allow for translation if your role is not present in the JD library
Working for Your Organisation (100 to 1500 characters)	

<p>Health Board Overview</p> <p>Betsi Cadwaladr University Health Board (BCUHB) is the largest health organisation in Wales, with a budget of £1.7 billion and a workforce of over 19,000 staff. The Health Board provides primary, community, mental health and acute hospital services for the population of North Wales.</p> <p>BCUHB provides a full range of primary, community, mental health, acute and specialist hospital services across 3 acute hospitals, 22 community hospitals and a network of over 90 health centres, clinics, community health team bases and mental health units. BCUHB also coordinates or provides the work of 113 GP practices and the NHS services provided by dentists, opticians and pharmacists across the region.</p> <p>The Health Board is an integrated health system which strives to excellent compassionate care delivered in partnership with the public and other statutory and third sector organisations. BCUHB has a developed relationship with the universities in North Wales and with the University of Bangor is seeking medical school status and operates in a research-rich learning culture.</p> <p>Support for relocation may be available for certain roles subject to eligibility criteria.</p> <p><Role Dependent> Please note that this role does not meet the Government's criteria of a 'skilled profession'. As such, we would not be able to offer visa sponsorship to any successful candidates</p>	<p>Trosolwg o'r Bwrdd Iechyd</p> <p>Bwrdd Iechyd Prifysgol Betsi Cadwaladr (BIPBC) yw'r sefydliad iechyd mwyaf yng Nghymru a chanddo gyllideb o £1.7 biliwn a gweithlu o dros 19,000 o staff. Mae'r Bwrdd Iechyd yn darparu gwasanaethau sylfaenol, eilaidd, cymunedol, iechyd meddwl ac ysbytai aciwt i boblogaeth gogledd Cymru.</p> <p>Mae BIPBC yn darparu ystod lawn o wasanaethau sylfaenol, cymunedol, iechyd meddwl ac ysbytai aciwt ac arbenigol ar draws 3 ysbyty aciwt, 22 ysbyty cymunedol a rhwydwaith o dros 90 o ganolfannau iechyd, clinigau, canolfannau timau iechyd cymunedol ac unedau iechyd meddwl. Mae BIPBC hefyd yn cydlynw, neu'n darparu gwaith 113 o bractisau meddygon teulu a'r gwasanaeth GIG a ddarperir gan ddeintyddion, optegwyr a fferyllywyr ar hyd a lled y rhanbarth.</p> <p>Mae'r Bwrdd Iechyd yn system iechyd integredig sy'n ymdrechu i ddarparu gofal tosturiol mewn partneriaeth â'r cyhoedd a sefydliadau statudol a thrydydd sector eraill. Mae BIPBC wedi datblygu perthynas â'r prifysgolion yng ngogledd Cymru ac mae, ynghyd â Phrifysgol Bangor, yn ceisio statws ysgol feddygol ac yn gweithredu mewn diwylliant dysgu sy'n gyfoeth o ymchwil.</p>
<p>Detailed job description and main responsibilities (100 to 1500 characters)</p>	
<p>Candidates are encouraged to refer to the attached Job Description and Person Specification for further information</p>	<p>Anogir ymgeiswyr i gyfeirio at y Disgrifiad Swydd a Manyleb yr Unigolyn sydd ynghlwm am ragor o wybodaeth</p>

16.2 Appendix Two – Job Description and Person Specification

Job Description

The job description and person specification are central to the recruitment of the right person. Prior to commencement of the recruitment activity the manager must review the job description. In particular they should focus on key tasks and responsibilities, as these may have changed or require updating to reflect current practice. The job description will provide clarity for the potential employee about what is expected of them. Job Descriptions must be written using straightforward and unambiguous wording, and they will vary in length according to the range and complexity of the job.

All job descriptions are supported by a person specification which lists the knowledge, skills, experience and the qualifications that a person must hold, in order to carry out the duties required in the job description. It is important to remember that as the requirements of the job change, the essential and desirable requirements of the jobholder may also change. These documents will be reviewed and updated by the Hiring Manager on each occasion a post falls vacant. As well as being a critical part of the recruitment and selection process, a job description and person specification will also be useful to support induction and training, objective settings, indicates performance standards and therefore can assist with performance management, and provides a point of reference at Performance Development Reviews.

Person Specification

The person specification is derived from the job description and outlines the minimum qualification, skills and experience required to perform the job. It specifies the essential and desirable criteria which will be used to assess the suitability of the candidate.

When drafting a Person Specification, the characteristics of the person required to do the job should be considered, and care should be taken to avoid identifying too many criteria as 'essential.' Finding the balance between 'essential' and 'desirable' helps to see where a person can develop onto a role over time, and receive training if applicable.

Criteria must be objective, job related and justifiable. It can be helpful to quantify criteria for example, 'lifting and moving of an object/s up to 20kg throughout the shift will be required'.

In line with the Equality act 2010, it is important to note that there is a requirement to consider reasonable adjustments to the post or work environment to ensure that individuals who meet the criteria for the role, are not disadvantaged because of their disability. Identifying Welsh Language Requirements will also be important.

An applicant lacking in an attribute classed as essential must be rejected. The attributes listed as 'desirable' are additional assets to be used for distinguishing between acceptable applicants. The 'desirable' criteria may also help identify likely training/development needs of candidates who do not exactly match the criteria.

The Person Specification also provides the foundation for the remainder of the recruitment and selection process in that the declared requirements:

- a) Translate directly into short listing and selection criteria
- b) Help screen out unsuitable applicants
- c) Avoid inadvertent discrimination by concentrating only on relevant factors
- d) Help to decide which questions to ask at interviews
- e) Increase the likelihood of appointing the most suitable candidate

The job related criteria should be measurable or identifiable with evidence, or relevant information on which judgments and decisions can be based. Consequently, it is important to identify how and where evidence will be obtained on each requirement, to support decisions made about each applicant in relation to the Person Specification.

16.3 Appendix Three – Interview Best Practice

- A quiet room is essential (disconnect or divert the phone).
- Place a notice on the door indicating that interviews are in progress.
- Ensure that the receptionist is made aware that interviews are taking place and is able to direct candidates.
- Set out the interview room in advance. Ensure that water is available for the candidates and the panel members.
- Ensure that reasonable adjustments in terms of access to buildings or interview rooms have been made for candidates who are disabled.
- The panel members must allow time to meet in advance of the interview to discuss the format and questions.
- Agree who will chair the interview.
- Use the job description and person specification, to plan your questions.
- Ensure that all the relevant areas of questioning have been covered in the core questions that will be asked of all candidates.
- Decide what you are listening for by agreeing the range of acceptable responses to the core questions.
- Think about what information you hope to gain from asking a particular question and what it tells you about the skills, abilities and behaviours of the candidate.
- Ask one question at a time.
- Don't start off with a difficult question.
- Offer to repeat or reframe the question if necessary.
- Use the interview panel template and include your own questions
- Remember the candidate should do the majority of the talking!
- Ask **open** questions
- Introduce new areas of discussion
- Probe or explore an issue further
- Avoid questions that may be discriminatory, i.e. linked to protected characteristics
- Do not ask health related questions – these will be picked up as part of the Occupational Health Clearances during pre-employment checking
- Ensure all panel members complete and sign score sheets.
- Upload scoring sheets to TRAC when recording interview decisions in the

system

Structure of Interview

	Objectives	Activities
Beginning	Put the candidates at ease Develop rapport and set the scene	<ul style="list-style-type: none">▪ Greet candidate by name▪ Introduce panel members▪ Neutral chat▪ Agree interview purpose and confirm job role being interviewed for▪ Let candidates know when and how they can expect to receive feedback
Middle	To collect and give information, maintain rapport	<ul style="list-style-type: none">▪ Asking questions within a Structure. Structure might be biographical, chronological or based on areas of information, such as work, education, training etc.▪ Listening▪ Observation▪ Answering questions
End	Close the interview	<ul style="list-style-type: none">▪ Summarise interview, confirm future action▪ Invite questions from the candidate▪ Indicate what happens next and when▪ Escort candidate to the door▪ Read references

Please remember that you must keep an open mind throughout the interview.

Assess the quality of the responses to your questions, especially the answers to the core questions, which you must be able to evaluate against your benchmark answers determined prior to the interview.

In doing so, you must also consider the following:

- Does the candidate meet the criteria identified in the Person Specification?
- Does the candidate have the ability to do the job well?
- Does he/she have enough motivation to do it well?
- Assess the quality of the overall presentation of the individual and any formal presentation given as part of the selection process

- Assess the quality of responses to questions asked in terms of content and communication
- Consider the results of any tests used as part of the selection process
- Assess how well or otherwise each candidate meets the requirements of the person specification
- Place candidates in order of merit and identify the best candidate
- Panels should aim to reach a unanimous decision, but this may not always be possible, and a majority decision will be acceptable in the case of disagreement the Chair of the panel makes the final decision.

Potential Forms of Bias

When interviewing, individual perception and personal bias can influence our decision making. Being aware of this, can help to avoid bias and ensure the process is as objective as possible. Personal biases take many forms and some are described below.

Halo/Horns effect

This is possibly the most common form of bias that influences interviewers. It happens when we allow a general impression about the candidate to influence our assessment – perhaps some prior knowledge about them, or a good (or bad) word from a mutual colleague. If the general impression is positive we may subconsciously look for evidence to confirm this, disregarding or minimising any contrary evidence. This is known as the halo effect. The opposite, the 'horns' effect works in the same way but refers to negative bias.

Logical error

This occurs when we make assumptions about characteristics or traits that seem to relate to one another. For example we may assume that someone who is a good communicator would be a good leader, or that someone who displays a lot of self-confidence would be a high risk-taker. Clearly such assumptions are dangerous and each trait must be evaluated separately.

Projection

This refers to a tendency to assume that a person with a similar background to ourselves, for example similar age, education, work experience and social status, is a good candidate. Conversely, if they have a different background the temptation may be to look upon them as a poor candidate.

Stereo-typing

These biases involve subjectively categorising people into groups on the basis of certain traits. For example, 'women are emotional and therefore wouldn't make good managers,' or 'young people are unreliable' and so on.

Central tendency

This error happens when interviewers avoid the extremes of the rating scale when assessing candidates. There is a tendency to rate everyone in the middle of the scale because interviewers do not want to commit themselves to one extreme or the other. Of course, it is entirely appropriate if the candidate's performance was

only average, but selection can get very difficult if everyone scores in the middle of the scale!

It is therefore useful to assess candidates on a scale of 1 to 5 for each of the interview criteria. It is also useful if the Chair of the panel can listen to all the views of panel members and then, if agreement cannot be made that he/she makes the final decision on which score to award

Contacting Candidates

It is important to contact both the successful and unsuccessful candidates following interview, to inform them of the outcome. Unsuccessful candidates must be offered the opportunity for feedback if they wish.

Providing Interview Feedback

Feedback is a way of learning more about ourselves, and the effect our behaviour has on others. Constructive feedback increases self-awareness, offers options and encourages development. Constructive feedback is not just about giving positive feedback, negative feedback – given skilfully – can be very important and useful.

Why give feedback?

- Enables you to offer useful guidance to unsuccessful candidates
- Focuses your mind on the criteria!
- Promotes image of health board as fair employer
- Promotes your professional image as a manager

Remember to:

- Provide constructive feedback based on your person specification
- Ask the candidate what did they believe they did well and not so well
- Thank them for their honesty
- Begin with positive points about their interview performance
- Be honest but tactful about areas of poor performance
- If candidates raises any concerns about the process these must be dealt with quickly and advice from local resourcing teams to be sought if necessary
- Thank the candidate for participating in the process
- Encourage them to apply to the health board again for future vacancies which match their skills
- Wish them luck!

Don't:

Be destructive/give negative criticism as destructive feedback leaves the recipient simply feeling bad with seemingly nothing to build on or any options for development and learning from their experience. Here are some basic guidelines.

Start with the positive

People need encouragement and to be told about things they have done well. When offering feedback it can be really helpful to the recipient to hear first what

they have done well. Focus first on strengths – if the positive is registered first, the negative is more likely to be listened to and acted upon.

Be specific

Try to avoid general comments which are not very useful when it comes to learning from an experience. Statements such as 'you did very well' or 'you could have done better' may be either pleasant or dreadful to hear but they certainly do not give enough detail to be useful. Try to pinpoint what it was that was done well or what could have been done better. Refer to the model answers that you planned prior to interview to frame what could have helped the candidate to score higher.

Refer to behaviour which can be changed or areas for development

Describe positive behaviours for interview such as 'it would help if you maintained eye contact with panel members when you are speaking' can give a person something to work on.

Be descriptive rather than evaluative

Tell the person what you observed and the effect that it had on you, rather than merely saying something was good, bad, etc. For example, 'Your answers were lacking in depth and led me to believe you had not considered the requirements of the job fully' rather than 'Your answers were very poor.'

Own the Feedback

It can be easy to say to the other person 'You are' suggesting that you are offering a universally agreed opinion about that person. In fact we are all entitled to give our own experience of that person at a particular time. It is also important to take responsibility for the feedback that we offer. Beginning the feedback with 'I' or 'in my opinion' is a way of avoiding the impression of being the giver of broad judgements about the other person.

Appendix Four

Scoring Sheet: <insert Job Title>

Candidate Name:		
Interview Panel:	Name	Title
	Name	Title
	Name	Title
Interview Date:		Interview Time:
Agenda Chair to open and panel members to introduce themselves and their role in the interview Explain format of the interview/process Structured questions - Reference to note taking Give approximate timings for length of interview, when and how the candidate can expect to receive feedback		

Scoring Criteria		
1	Much less than acceptable: <ul style="list-style-type: none"> Incorrect/irrelevant answer Unable to answer 	4 More than acceptable <ul style="list-style-type: none"> Good all-round knowledge of subject area, backed by in-depth, evidenced examples Knowledgeable about key specific drivers Skills and experience fully demonstrated
2	Less than acceptable: <ul style="list-style-type: none"> Limited knowledge of current drivers / priorities Limited knowledge of a specific area e.g. vague, non-specific Skills and experience not fully evidenced 	5 Much more than acceptable <ul style="list-style-type: none"> High level/extensive knowledge of subject area Skills and knowledge fully demonstrated, linked to theories, models, drivers, strategies and application to own practice
3	Acceptable: <ul style="list-style-type: none"> Some knowledge of subject area, giving examples to meet the indicator/criteria Awareness of key drivers/priorities Giving relevant examples to support answers 	
Presentation: <Insert Brief>		Score
Notes		

Values Based Interview Questions, Notes and Scoring

Put Patients First

Question:		Score
Notes		
Question:		Score
Notes		
Question:		Score
Notes		

Work Together

Question:		Score
Notes		
Question:		Score
Notes		
Question:		Score
Notes		

Value and respect each other

Question:		Score
Notes		
Question:		Score
Notes		
Question:		Score
Notes		

Learn and Innovate

Question:		Score
Notes		
Question:		Score
Notes		
Question:		Score
Notes		

Communicate openly and honestly

Question:		Score
Notes		
Question:		Score
Notes		
Question:		Score
Notes		

Closing Questions

Question:	Is there anything else you would like to share with us that you have not yet had opportunity to say, in support of your application?	Score
Notes		
Question:	Do you have anything you would like to ask us?	Score
Notes		

Panel Member Name:		Overall score	
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Please return your completed scoring sheet to <Insert appointing Manager email address>

Appendix Five – Determination of starting Salaries (AFC)

1. Introduction

A key principles of the Agenda for Change Agreement is “Equal pay for work of equal value”. These guidelines have been issued to ensure fairness and equality when determining starting salaries for staff. Therefore it is essential that when staff are appointed into posts that any difference in pay between them and their colleagues can be objectively justified and if necessary can be defended in an Employment Tribunal.

It is important to remember that equal pay for work of equal value criteria recognises that pay constitutes any benefits in cash or conditions.

When appointing staff who are joining or returning to the NHS to a pay point above the band minimum the decision must be agreed by the Recruiting Manager and a People Services representative, prior to any provisional offer of employment (verbal or written).

2. Staff Joining or Returning to the NHS

When new staff are appointed they will **normally** be appointed onto the bottom of the scale. Managers may **recommend** that staff joining or returning to the NHS are offered a salary above the minimum of the scale to recognise relevant experience. The reasons and supporting evidence for this decision should be fully documented. Evidence may, for instance, be taken from the application form, references, payroll notifications of previous pay with another NHS employer and previous job descriptions. KSF outlines with a previous NHS employer will also be evidence of relevant experience. There is an expectation that the potential for this recommendation is recognised by the Hiring Manager before interview and advice sought from People Services.

When recommending that a member of staff is appointed on a salary above the minimum for the scale the manager must be able to justify their recommendation including the impact on

- a. others already in post
- b. others outside the immediate department
- c. consistency locally

In fairness to existing staff or staff who may be internally promoted, care must be taken that incremental points in recognition of experience only recognise completed years of experience (which may be aggregated) at the level of the pay band in question and not below it. If necessary, advice should be sought from People Services.

In the interests of fairness and equity, incremental credit will not be given for reasons other than years of experience. For instance, it will not be given due to market forces. If there are difficulties in recruiting staff, a Recruitment and Retention Premium may be applied for.

To ensure an open and transparent procedure and a consistent approach to starting salaries, records must be maintained by People Services for monitoring purposes.

The incremental date for these staff will be the anniversary of the date they take up their post.

3. Staff Transferring from within the NHS

Any break in NHS employment of less than three months should be disregarded, and the incremental date should be deferred by the length of the break.

Any formally agreed career break of 12 months or less, unpaid maternity leave or agreed break under an Employment Break Scheme should not be considered a break in NHS service.

After a break in NHS service for any other reason, staff should be treated as if they are joining or returning to the NHS.

Staff transferring from other NHS Employers on Agenda for Change terms and conditions

Staff who transfer to a post on the same pay band will remain on the same salary point with the same incremental date.

Staff who transfer to a post on a lower pay band may, if the previous service is relevant and sufficient, (e.g. within same staff group), transfer to the maximum of the new pay band, or on their existing salary point if that is lower and retain their incremental date.

4. Career Development Moves

Where an individual re-trains in a different area of work for the wider NHS service or for operational reasons with the explicit agreement of the employer concerned, their existing level of pay should be protected. Once protection has been agreed it may not be withdrawn until the member of staff has had a reasonable opportunity to complete their re-training and progress to a point where pay protection is no longer required. Explicit employer agreement in this context cannot however be deemed to have been given solely because the employer has agreed to re-employ someone following redundancy.

5. Pay on Promotion

Pay on promotion should be set either at the minimum of the new pay band or if this would result in no pay increase the first point in the band which would deliver an increase in pay. For the purpose of this calculation recruitment and retention premium should be taken into account if applicable.

Where staff were required to work unsocial hours and their pattern of work remains substantially the same, pay on promotion should be checked to ensure that staff receive a pay rise when unsocial hours are taken into account.

Where staff were in receipt of RRP and the new role does not attract an RRP payment, the RRP should be used alongside the basic salary to determine the point on the band which the staff member should be appointed to.

6. Part-time Employees

Part time employees will receive the same entitlements on a pro-rata basis to full-time colleagues

7. Fixed – Term Contracts

Employees on fixed-term contracts will receive pay and conditions of service equivalent to that of a comparable permanent employee.

8. Recruitment and Retention Premia

Recruitment and retention premium is an addition to the pay for of an individual or specific group of posts where market pressures would otherwise prevent the employer being able to recruit and retain staff.

In instances when a manager considers that a recruitment and retention premium may be appropriate the manager should consult People Services who will give guidance on the application procedure and the appropriate type of premium. There are 2 types of recruitment and retention premia.

- a) The Nationally Agreed Recruitment and Retention Premia (Long Term)
- b) The local Recruitment and Retention Premia (Short or Long Term)

The National Long Term Premia is only applicable to groups of staff as outlined within Annex R of the Terms and Conditions of Service handbook (Appendix 13).

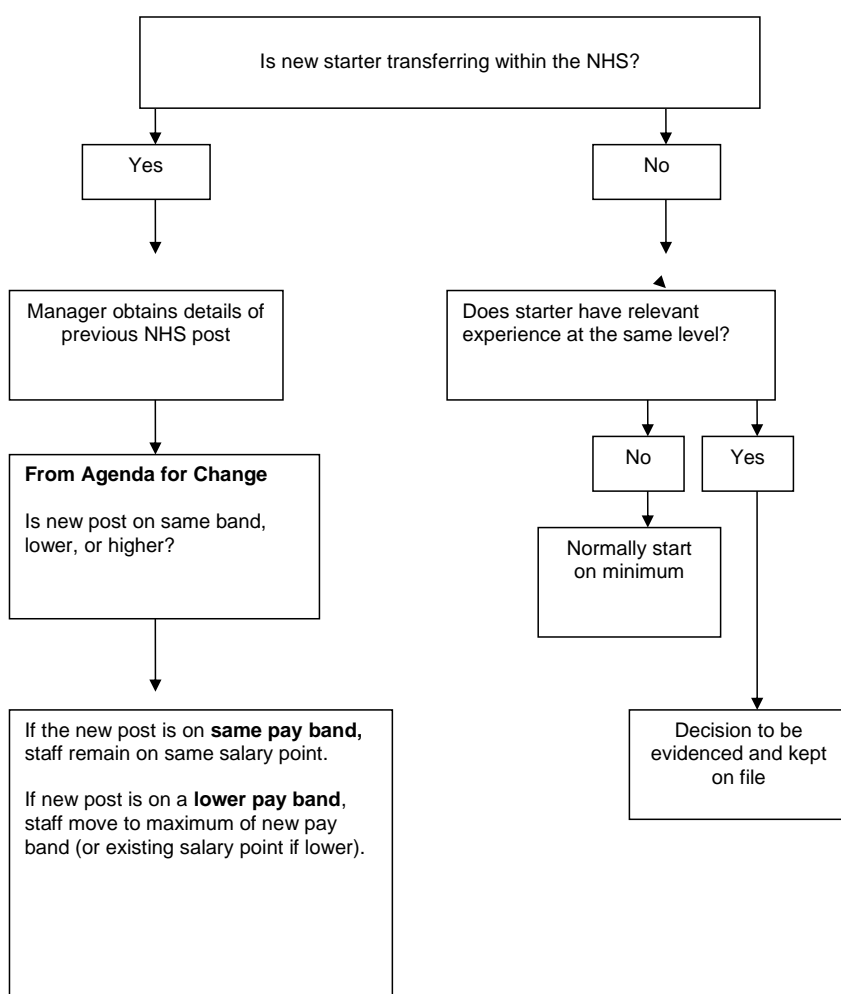
Prior to a local long or short term recruitment and retention premium being offered a submission has to be made to the Welsh Assembly Government. Any submission will be made on the line manager's behalf by People Services and must be accompanied by supporting evidence relating to relevant labour market conditions, detailing the case for the introduction of a recruitment and retention premium.

Recruitment and retention premia will be expressed as cash sums and will be separately identifiable from basic pay.

9. Trainees

The pay and banding of trainees is dealt with in Annex U of the Terms and Conditions of service handbook and the all Wales guidance 'Trainees Under Agenda For Change'. If clarification is required please consult your Workforce/OD CPG.

FLOW CHART STARTING SALARIES UNDER 'AGENDA FOR CHANGE'



Appendix Six

Recruitment Timeline – Post Title

ACTION	DEADLINE DATE
Agenda for Change Banding	
Welsh Translation	
Submit ECR	
Commence Draft TRAC vacancy request	
ECR Approved	
Submit TRAC Vacancy request	
EC Team approval of TRAC request	Allow 2 days
NWSSP publish advert	Allow 2 days
Advert live	Usually 2 weeks
Closing date	
NWSSP send applicants for shortlisting	Allow 2 days
Shortlisting Meeting	Within 3 days
Update TRAC with shortlisting decisions	
NWSSP send interview invites	Allow 2 days
Informal visits	
Pre-interview assessments	
Interviews	Allow candidates minimum 1 weeks' notice and ideally more wherever possible, to allow shift workers to book time off
Verbal candidate feedback	
Update TRAC with Interview outcomes	Within 3 days
NWSSP send Conditional offer	Allow 4 days
Unconditional offer	Allow 27 days
Contract issued by NWSSP	
Start date	
Induction	

ⁱ Betsi Cadwaladr University Health Board (sharepoint.com)

ii Health and Care Worker visa: Overview - GOV.UK (www.gov.uk)

ii

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