



## WP1e Recruitment to Very Senior Posts

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<b>Approved by:</b>				
<b>Date approved:</b>				
<b>Date activated (live):</b>				
<b>Documents to be read alongside this document:</b>	<a href="#">WP1 - Policy for safe recruitment and selection practices</a>			
<b>Date of next review:</b>				
<b>Date EqIA completed:</b>	EQIA for the WP1 Safe Recruitment Policy applies to this procedure			
<b>First operational:</b>				
<b>Previously reviewed:</b>				
<b>Changes made yes:</b>				

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## 1. Introduction

1.1 Senior posts, i.e. those which are banded at Agenda for Change (AFC) band 8C and above including those on the Executive and Senior Pay (ESP) bands. Such posts require enhanced recruitment support and selection methods provided through the Strategic Recruitment Team.

1.2 This procedure does not apply to medical and Dental posts, which are covered by separate procedural documents.

## 2. Purpose & Scope

2.1 This document serves to outline the operational and governance procedures relevant to this type of recruitment and describes the relationship with key stakeholders in the process, including external recruitment partners where applicable.

2.2 This document provides a framework to assist those responsible for recruiting senior staff to understand the process and the principles regarding attraction and selection of candidates. It supports recruitment within our legal obligations, national best practice, and in line with our organisational values and objectives.

3.2 Alongside the Health Board Safe Employment Policy, this procedure document applies to very senior recruitment in the Health Board, band 8C and above on a

substantive basis including very senior managers and executive positions. A separate procedure is in place for recruitment to senior interim positions.

### **3. Key Principles**

3.1 Posts which are on ESP bands are administered wholly through the strategic appointments team.

3.2 Posts banded at AFC band 9 will be supported by the Strategic Appointments Team, until a successful candidate is identified, when the vacancy will be handed over to North Wales Shared Services Partnership (NWSSP) to complete a conditional offer, pre-employment clearances, unconditional offer and contract of employment in line with All Wales procedures.

3.3 Posts banded at AFC band 8C and 8D will be managed by the appointing manager (or their nominated delegate) and administered by NWSSP in line with other agenda for change posts however will receive oversight and advice from the Strategic Appointments Team,

3.4 It is essential that every recruitment exercise for an Executive Director has the relevant Head of Profession from Welsh Government fully involved in the process and part of the recruitment panel. This requirement is also extended to other Board level appointments such as the Board Secretary, or similar.

3.5 It is also good practice to include an external assessor from a similar role in another organisation for executive and very senior roles.

3.6 Every vacancy requires a lead or recruiting manager. This will usually be the line manager of the vacant post, but can be delegated to their assistant.

3.7 Appendix one summarises the key recruitment requirements for various types of recruitment campaign.

### **4. Procedure**

#### **4.1 Preparation**

4.1.1 The recruiting manager must write or update the job description for the role, with changes tracked in the case of an update. It is advisable for the recruiting manager to contact the Strategic Appointments Team at the earliest opportunity to discuss requirements, timelines and support required during the process.

4.1.2 In the case of executive appointments, the job description must be submitted to the Remuneration Committee for consideration, through the Office of the Board Secretary. The Remuneration Committee will make a recommendation to the Board, usually that the job description should go forward to Welsh Government for JESP (Job Evaluation for Senior Posts) banding. JESP is an external service which only

operates during term time, and so recruitment timelines and planning must allow for this.

4.1.3 Upon confirmation of JESP banding, the outcome will be tabled again at the Remuneration Committee to make a further recommendation to the Board about the remuneration package and recruitment to the role, including requirement for a recruitment partner, or not.

4.1.4 If a Recruitment Partner is required, the Strategic Appointments Team will contact a range of suitable providers through approved procurement frameworks to seek proposals and costings for consideration by the Recruiting Manager for the role. The Strategic Appointments Team will facilitate meetings between the Recruiting Manager and Recruitment Partner, to discuss the requirements of the role, and ensure that key stakeholders are kept informed of progress throughout the recruitment campaign.

4.1.5 Agenda for Change posts do not require JESP banding and submission to Remuneration Committee, however new or amended job descriptions must be submitted to the Health Board Job Evaluation Team to ensure accurate job banding is confirmed.

4.1.6 For AFC roles, whilst banding is in progress, it is recommended that an Establishment Control Request (ECR) is raised by the appointing manager and submitted for approval, in readiness to recruit to the post.

4.1.7 Similarly it is recommended that the Job Description is also shared with the Strategic Appointments Team so that it can be transposed into the Health Board branded candidate brief template. An advert will also be drafted and all documents sent for Welsh translation by the Strategic Appointments Team.

4.1.8 Supported by the Strategic Appointments Team, and Recruitment Partner if applicable, the recruiting manager will decide on the selection process and timeline for the Recruitment Process. A template is provided at appendix two.

4.1.9 The Strategic Appointments Team will ensure the stages of the process are diarised with the required assessors as early as possible in the process to ensure relevant stakeholders can be present at each stage of selection.

4.1.10 Where possible, key dates should be included on the recruitment advert to enable candidates to be available.

## 4.2 Attracting Candidates

4.2.1 As a minimum, posts will be advertised via the TRAC recruitment system with vacancies displayed on the Health Board Website and NHS Jobs, and also through automatic interfaces onto social media Jobs feeds.

4.2.2 The Strategic Appointments Team will facilitate any enhanced advertising required via social media or specialist publications. These may attract a cost which

will be funded by the recruiting manager, who will be responsible for raising and receipting any purchase orders required for payment.

4.2.3 If engaged, a Recruitment Partner will support advertising and sourcing candidates through their networks. If no recruitment partner is engaged, the Strategic Appointments Team can facilitate sourcing of candidates through LinkedIn if required.

#### 4.3 Selecting Candidates

4.3.1 If a Recruitment Partner is engaged, usually there will be a longlisting meeting soon after the closing date. This should include as many as possible of those who will be present on the final interview panel.

4.3.2 Once a longlist is confirmed, the Recruitment Partner will conduct preliminary interviews with longlisted candidates. This will enable the Recruitment Partner to produce a report for the Recruiting Panel, as to the most suitable candidates ahead of a shortlisting meeting.

4.3.3 In all cases there will be a shortlisting meeting including as many as possible of those who will be present on the final interview panel to decide which candidates should be invited to participate in the selection process.

4.3.4 The Recruitment Partner or Strategic Appointments Team will facilitate communications to candidates and panel members regarding next steps. Supporting information packs will be provided as appropriate.

4.3.5 Although there are wide range of possible selection tools to select from, depending on the requirements of the role, the following are most common for very senior recruitment;

- Psychometric Testing
- Stakeholder Panel(s) with either presentation and Q&A or a discussion style
- Mock Media Interview scenario if applicable to role
- Formal Interview

4.3.6 Psychometric testing can give an indication of a candidate's team fit and leadership styles as well as potential strengths and weaknesses. Testing is arranged by an external provider and will attract a fee depending on the type of test and report required. The Recruiting Manager will be required to arrange a purchase order number to ensure invoices are paid without delay

4.3.7 Stakeholder Groups may take the form of a presentation followed by question and answer session, or a more open discussion session on a specified topic. The purpose of the session is to allow a wider range of stakeholders within the organisation to meet with the potential candidates, and assess team and organisational fit in line with Health Board Values. For some roles it may be appropriate to have more than one stakeholder group. It may also be appropriate to include external stakeholders. Stakeholder panels are chaired by a lead person with

a member of the strategic appointments team as support, to ensure that the collective feedback from the group is reflected in the Chair's reports and provided to the interview panel.

4.3.8 Mock Media interview scenarios are facilitated by the Communications team, and take the form of a role play. Candidates are provided with a written brief shortly before their session start time. During this scenario candidates are required to respond as if they are being interviewed by the media. This is particularly recommended for Executive roles which may be responsible for dealing with the media, sometimes at short notice.

4.3.9 The Recruiting Manager will decide the most appropriate interview panel for the role. Executive and some Board Level appointments must include the Head of Profession from Welsh Government. It may also be appropriate to include an external assessor, someone from a similar role in another organisation. A member of the People Services will also be present to advise the panel.

4.3.10 The Strategic Appointments Team or Recruitment Partner will provide supporting information packs for each stage of the process.

4.3.11 When a successful candidate is identified, the Recruitment Partner or Strategic Appointments Team will update TRAC, and provide and communications as required by the interview panel.

4.3.12 As a matter of good practice, a member of the interview panel will be identified to offer any further feedback that a candidate may request.

4.3.13 Interview scoring must be completed by all panel members and returned to the strategic appointments team.

#### 4.4 Offer and Pre-employment checks

4.4.1 When a successful candidate is identified, the Strategic Appointments team (for ESP posts) or NWSSP (for AFC posts) will issue a conditional offer letter including provisional start date, and conduct pre-employment clearances relevant to the role including;

- Verification of identity, qualifications and right to work documents
- Employment history and references
- Occupational Health clearance
- Professional registration (if applicable)
- DBS (if the role requires access to patients)
- Fit and Proper Persons Requirements (for Executive posts)

4.4.2 A contract of employment is issued with the conditional offer letter for ESP posts. For AFC posts, a template contract is issued with the offer letter, with the final personalised document issued after pre-employment checks are completed, in line with TRAC procedures.



4.4.3 A recruitment partner may support with referencing.

## 4.5 Onboarding

4.5.1 The Strategic Appointments Team will liaise with the recruiting manager throughout pre-employment checks, and confirm the start date at the appropriate time.

4.5.2 The strategic appointments team will complete the new starter form with the candidates in line with payroll deadlines for ESP positions. Payroll forms for AFC posts will normally be actioned by the recruiting manager or their nominated delegate.

4.5.3 The recruiting manager will arrange first day reporting arrangements, local induction and any equipment required by the candidate to facilitate them joining the Health Board.

## 5. Roles and Responsibilities

### Role of the Recruiting Manager

- To lead recruitment of the role with expertise about the requirements of the role in order to make key recruitment decisions.
- To initiate recruitment as soon as possible, after receiving a resignation, or identifying the need for a new post.
- To perform key tasks, such as shortlisting and providing selection details via the strategic appointments team.
- To make key decisions about the recruitment process, with guidance from the Strategic Appointments Team.
- To ensure relevant procurement procedures are followed, if external services are procured, through relevant budgets and systems.
- To review and approve references.

### Role of the Strategic Recruitment Team

With reference to paragraphs 3.1 to 3.4 the role of the strategic appointments team will include;

- To provide expertise and enhanced support to recruiting managers throughout the recruitment episode in order to facilitate an efficient process and a positive experience for all stakeholders.
- To support administration of the recruitment campaign.

- To advertise posts as required, ensuring all relevant materials are published bilingually as required, utilising the most effective methods available, including social media.
- To liaise between relevant stakeholders and co-ordinate the stages of the recruitment process, ensuring key dates are diarised in a timely manner.
- To guide recruiting managers through the recruitment process to ensure requirements of relevant guidance.
- For ESP posts to issue an offer letter, contract and any other candidate communications required.
- To undertake pre-employment checks for ESP roles and support candidates through the pre-employment checking process.
- To update the TRAC system throughout the recruitment episode, as required, noting that some stages may take place outside of TRAC where a recruitment partner is engaged.
- For band 9 roles ensure accurate offer details are entered into TRAC to enable NWSSP to progress recruitment.
- To provide updates to key Health Board contacts as required.
- To escalate potential issues or concerns at the earliest opportunity and support any mitigations where possible.
- To complete new starter form for ESP posts

### **Role of the Recruitment Partner (Agency) – If procured**

- To provide expertise and support throughout the recruitment episode
- To work collaboratively with the Strategic Appointments Team as appropriate
- To support development of materials to support the campaign such as candidate brief documents
- To advertise positions and search for suitable candidates throughout their established networks
- To provide quality and accurate longlisting and shortlisting packs in good time to allow panel members to review in advance
- To provide quality and timely candidate communications as agreed with the recruitment manager

### **Role of North Wales Shared Services Partnership (NWSSP)**

- To administer 8C and 8D roles, liaising with the Recruiting Manager and the Strategic Appointments Team as appropriate
- To accept handover of recruitment, via the Trac system for Agenda for Change roles 8C and above at offer pending stage
- To issue timely and accurate conditional offer letter based in information provided in TRAC by the Strategic Appointments Team/Recruiting Manager



- To undertake pre-employment clearances appropriate to the role supporting candidates as appropriate
- To work collaboratively with the Strategic Appointments Team as appropriate, escalating any concerns to the strategic appointments team at the earliest opportunity

## **11. Equality including Welsh Language**

An Equality Impact Assessment (EqIA) which includes an assessment of Welsh Language Standard 37 has been completed for the overarching WP1 Safe Recruitment Policy and is available on request.

## **14. Resources**

There are no additional resource implications arising from this document.

## **15. Training**

Training on this process will be provided by the Strategic Appointment Team where required.

## **16. Implementation**

This document will be made available on the Health Board's SharePoint site.

This document has been reviewed and agreed by the Executive Team.

## **17. Further Information - Clinical Documents**

Not applicable.

## **18. Audit**

This process will be audited within overarching recruitment audit procedures.

## **19. Review**

The Procedure will normally be reviewed every three years.

Revision activity is recorded in the Version Control Table as part of the document control process.

## Appendix One

# Key Principles of Selection

	Essential	Role Dependent
Executive Director Positions	<ul style="list-style-type: none"> <li>Remuneration Committee approval</li> <li>JESP banding confirmation</li> <li>Welsh Government Head of Profession involved throughout and on the selection panels</li> <li>Two Stakeholder sessions (internal/external or medical / clinical and operational)</li> <li>Formal Interview to include Welsh Government Head of professions and External Assessor</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment Partner</li> <li>Psychometric Testing</li> <li>Mock Media Interview</li> <li></li> </ul>
Other VSM positions e.g. Deputy Executive Director Positions	<ul style="list-style-type: none"> <li>Remuneration Committee approval</li> <li>JESP banding confirmation</li> <li>Welsh Government Head of Profession involved throughout Up to two Stakeholder sessions (e.g. internal/external or medical / clinical and operational)</li> <li>Formal Interview to include External Assessor</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment Partner</li> <li>Welsh Government Head of on the selection panels</li> <li>Psychometric Testing</li> <li>Mock Media Interview</li> <li>Formal Interview to include Welsh Government Head of profession</li> </ul>
Agenda for Change Band 8C and above	<ul style="list-style-type: none"> <li>Establishment Control Request approval</li> <li>AFC banding confirmation</li> <li>One stakeholder session</li> <li>Formal Interview</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment Partner</li> <li>Psychometric Testing</li> <li>Mock Media Interview</li> <li>Formal Interview to include External Assessor</li> </ul>

## Appendix Two

# Recruitment Timeline – Post Title

ACTION	DEADLINE DATE
Remuneration committee review	
JESP Banding	Allow 6 weeks
Remuneration committee recommend recruitment	
JD received by Recruitment Team	
Welsh Translation	Allow 3 weeks
Recruitment partner sought	
Recruitment partner confirmed	
Weekly review meetings diarised	
Advert live	Usually 3 - 4 weeks
Closing date	
Longlisting meeting	
Preliminary interviews (recruitment partner)	
Shortlisting Meeting	
Candidate communications	
Pre-assessment e.g informal visits and psychometric testing if required	
Stakeholder Groups	
Formal Interviews	
Verbal candidate feedback	
Conditional offer	
Unconditional offer	
Contract	
Start date	