



## SAFE RECRUITMENT PRACTICES GUIDELINES

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This document forms part of the implementation process for the overarching policy on WP1 Policy for Safe Recruitment & Selection Practices. Staff should ensure they follow this procedure, with any deviation being risk assessed and escalated through their CPG/ Corporate Function escalation process.

<b>Documents to be read alongside this document:</b>	<ul style="list-style-type: none"> <li>• WP1 Policy for Safe Recruitment &amp; Selection Practices</li> <li>• WP1b All Wales Secondment Policy</li> <li>• WP8 Equality and Diversity Policy</li> <li>• WP12 Orientation Procedure</li> <li>• WP23 Procedure for the Checking of Registrations and Qualifications</li> <li>• WP26 Job Evaluation Procedures</li> <li>• Welsh Health Circular (2005) 071</li> <li>• Equality Act 2010</li> <li>• Child Protection Policy</li> <li>• Protection of Vulnerable Adults Policy</li> <li>• NHS Employers Criminal Record and Barring Checks (Sept 12)</li> <li>• Welsh Language Scheme</li> </ul>
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<b>Review</b>	<b>Purpose of Issue/Description of current changes:</b>
A	Initial Issue to support the Policy for Safe Recruitment & Selection Practices
B	Legislative – Equality Act 2010
C	Appendix 6: Secondment Procedure deleted. Replaced by All Wales Secondment Policy (WP1b)
D	Review

<b>First operational:</b>	April 2010				
<b>Previously reviewed:</b>	Oct 2010	April 2011	Oct 2012	March 13	
<b>Changes made yes/no:</b>	Yes	Yes	Yes	Yes	

### PROPRIETARY INFORMATION

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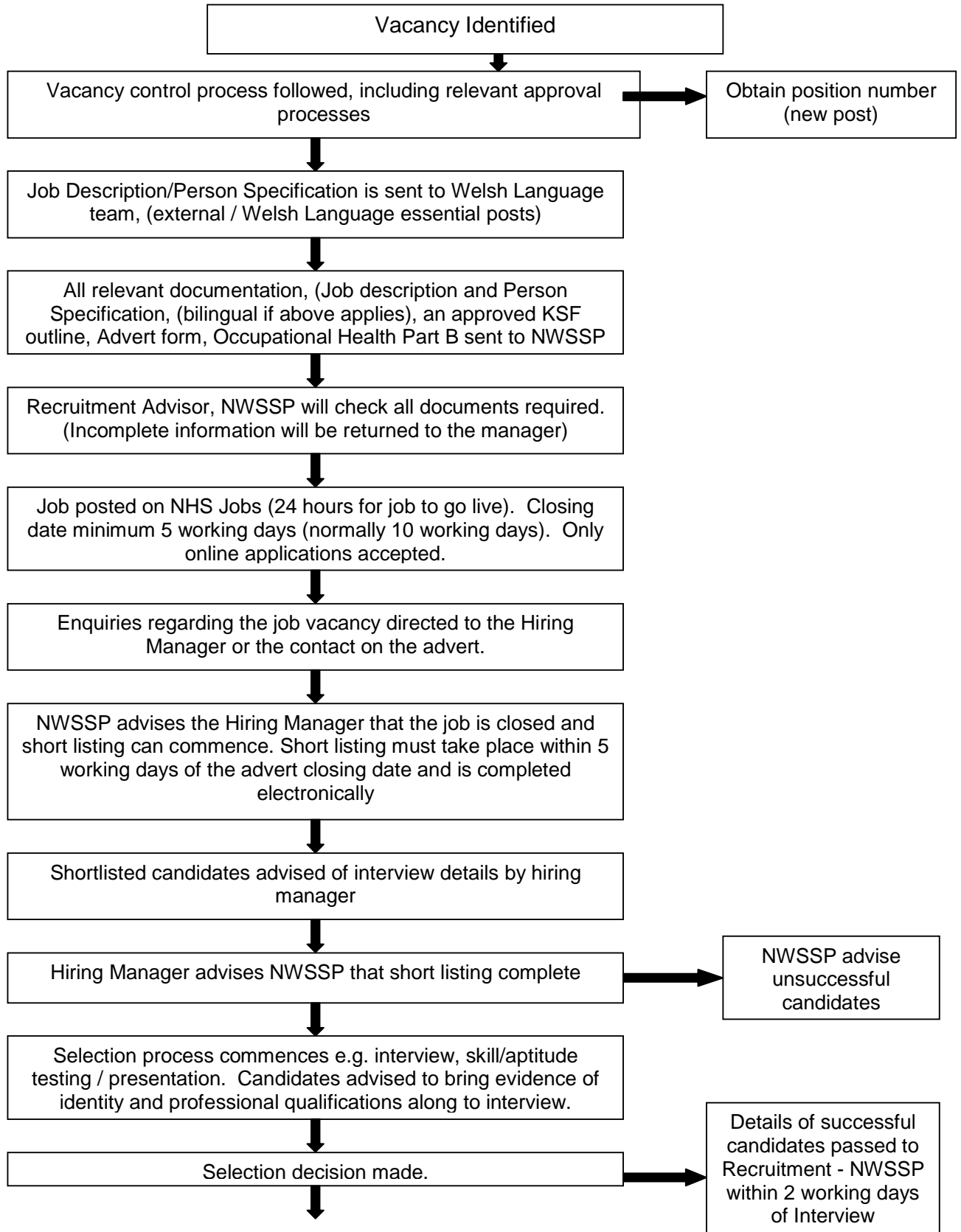
**1. Introduction**

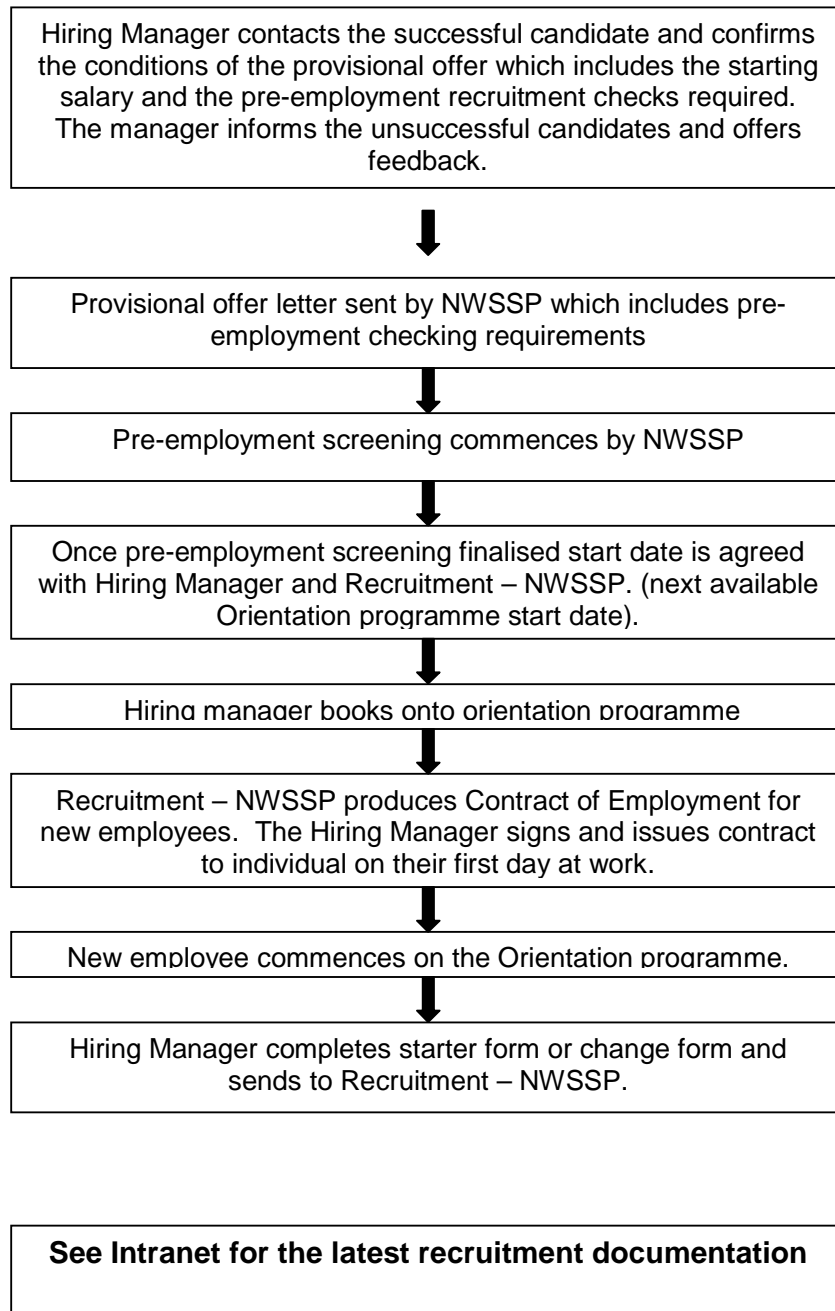
The following recruitment guidelines form part of the Policy on Safe Recruitment Practices. It is recommended that the Hiring Manager reads the following information prior to the commencement of the recruitment activity. These guidelines aim to provide a practical guide to help managers make appropriate selection decisions based on relevant job related criteria and objectives, evidence based assessment of applicants and candidates.

**2. Flow Chart of Activity**

The following flow chart must be followed when a vacancy arises, either through a post becoming vacant or the identification of a need for a new post within an organisational restructure. Once the Job Description, Person Specification, KSF Outline and level of Welsh Language for the post have been reviewed, the recruitment timetable must be planned.

Refer to Additional Guidelines for Recruitment of Medical Workforce Appendix 4.





### **Recruitment Process - Good Practice / Time Saving Tips**

- Develop generic job descriptions (JDs), person specifications & KSF outlines where possible, and obtain Welsh Language translation in advance for posts which are frequently advertised (e.g. band 2 HCSW's, band 5 nurses).
- Send JDs for translation immediately a post is approved.
- Arrange recruitment timescales prior to advertising (set aside time for short listing, set date and panel for interview).
- A & C posts 1-4 and other posts 1-5 can be advertised externally without WOD approval provided this is indicated during the vacancy control process.
- New employees can commence with a maximum of one verbal reference (followed up by written references).

### **3. Recruitment Steps to be followed by Hiring Manager**

#### **3.1 Vacancy Review and Justification to Recruit**

A vacancy can arise if an existing post becomes vacant or may be identified as a new post within a division/organisation structure. In either situation, the Manager must justify the need for filling the vacancy in terms of the business objectives and the current structure, the organisation and distribution of work. These situations provide an opportunity to review current circumstances and to think creatively and flexibly about the post.

When there is an apparent need to fill a vacancy, a Manager must consider the following:

- a) What would happen if the post was not filled?
- b) Is this post really necessary?
- c) Should it be filled at the same band and terms and conditions as they were previously?
- d) Can redefining the duties allow more effective delivery of the work?
- e) Can existing staff absorb the workload?
- f) Should the structure of the Corporate / Clinical Programme Group (CPG) be changed?
- g) Have you reviewed the Job Description / Person Specification and KSF outline and Welsh Language Skills (appendix 14)?
- h) Have you considered flexible working opportunities?
- i) Were there any new considerations following the Exit Interview?
- j) Is the role subject to Development of Professional Roles (Band 5 to 6) Annex T (Appendix 9)? (If so it must be stated in the advertisement and discussed at interview)
- k) Is the job a training role therefore does Annex U apply (Appendix 10)?

When the Manager is satisfied that there is a need to fill the vacant post, the Manager must also consider the nature and type of contract required in relation to the post, and the funding available. The following matters must be considered:

- l) Within existing budget/funding level? If not, are additional funds available?
- m) Permanently funded? If so, a permanent contract is usually appropriate.
- n) Fixed Term situation/project? (Appendix 7)
- o) Full time or part time? – could it be job share, term time working?
- p) Flexibility offered/needed? If so, a minimum/maximum/core hours contract may be appropriate.
- q) Band / Salary? Same as existing posts or does job need matching / evaluating?
- r) Is it deemed essential for external advertising? (approval required?)
- s) Will relocation need to be considered? (approval from CPG required)

Where a new post is involved or where the duties of an existing post changes, the Manager must submit the job description for banding. The banding of the

new role will need to be identified by a job matching process or by full job evaluation of the post. If only minor changes have been made, advice should be sought from Job Evaluation Team.

The importance of getting the Job Description and Person Specification right cannot be over-emphasised, as these documents form the basis of the whole recruitment and selection process, and help ensure the right people with the right knowledge, skills and abilities are recruited.

**Please refer to existing Establishment / Vacancy Control Procedure which must be adhered to at all times.**

### **3.2 The Job Description - Getting it Right**

The job description and person Specification is central to the recruitment of the right person. When a review has confirmed the need to fill the vacancy, a detailed list of the required duties and responsibilities must be compiled in the form of a Job Description. 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 could be given to another job role. The job description will provide clarity for the potential employee about what is expected of them.

For consistency, a standard format must be used when compiling or amending Job Descriptions. **See Appendix 6**

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 will have a Person Specification. These documents will be reviewed and updated by the Hiring Manager on each occasion a post falls vacant.

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 must also be reviewed and revised where necessary, along with the training and development needs of the jobholder.

As well as being a critical part of the recruitment and selection process, a job description will also be useful to support with the following:

- a) The Job Purpose will form the basis of the Advert
- b) Helps to focus on training needs (starting with induction/orientation)
- c) Indicates performance standards and therefore assists performance management
- d) Provides an essential point of reference at Performance Development Reviews, and provides clarity for employees about what is expected of them

### 3.3 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 must highlight 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.' The right balance between 'essential' and 'desirable' needs to be found. Criteria must be objective, job related and justifiable. It is essential that attitudinal bias is avoided, as requirements which cannot be justified may exclude certain groups and will be discriminatory. Specific detail around some of the essential criteria should be given, for example, 'lifting and moving of an object/s throughout the shift will be required'. Reviewing of the core duties on a regular basis will therefore be required.

At the same time 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 is also be important and you need to follow guidelines in appendix 14.

**(See Intranet for the latest recruitment documents and guidance)**

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 will have the following components:

#### 3.3.1 Qualifications

Professional, technical or academic qualifications required by post holder or the training requirements.

#### 3.3.2 Experience

Categories of work or organisations, types of achievements and activities that are likely to predict success in the role.

#### 3.3.3 Skills

Skills required to perform effectively in the post. These are the particular capabilities and competencies required of the jobholder in order to perform the duties and responsibilities effectively and efficiently.

The essential qualities are those which the candidate must be capable of doing straightaway, and the desirable qualities are those which can be

acquired over a reasonable period of time through experience or training in the post.

#### 3.3.4 **Knowledge**

Knowledge required to perform effectively. Any areas of general or specialised knowledge required must be identified. It is likely that job specific knowledge will be an essential requirement, whilst knowledge of a broader nature, possibly related to the environment in which the job operates, is more likely to a desirable requirement. The depth of knowledge required will vary from broad awareness to expert knowledge, depending on the complexity of the job.

#### 3.3.5 **Other relevant requirements**

Special requirements attributed to the post, travelling, working unsociable hours, mobility etc.

#### 3.3.6 **Method of assessment**

Application form, certificates, interview, references

In accordance with the Welsh Language Scheme, each post must be designated as whether or not Welsh speaking is essential or desirable.

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.

### 3.4 **Knowledge Skills Framework (KSF) Outline**

This is a set of complete statements which, taken together, describe the abilities required to perform a given role. This must be attached with the Job Description and Person Specification. (Medical and Dental staff are not subject to Agenda for Change and therefore are not required to have a KSF outline).

A KSF outline must be completed for each post prior to advertising and can be used as an attachment to the job description and person specification to give extra clarity to what is expected of the individual. If there is no outline for the post, go to the BCU Sharepoint Portal, to view the library of locally approved outlines. If no outline is suitable, create a new outline by completing a 'Create

a KSF Post Outline' form which is available on the intranet KSF pages. In addition, when completing your Interview Question Plan, it is advised to use the KSF outline as a guide for which areas to question. See appendix 2 Guidance for using the KSF at Interview or go to Knowledge and Skills Framework on Intranet / sharepoint for further information.

### 3.5 Advertising process

All recruitment advertising will be placed on [www.jobs.nhs.uk](http://www.jobs.nhs.uk) via the Employment Services Team NWSSP.. The job advert must be put together by the Hiring Manager. The purpose of recruitment advertising is to attract the right person for the job, and a good advert is more likely to draw a response from suitable people. Advertising outside [www.jobs.nhs.uk](http://www.jobs.nhs.uk) is expensive and will only be considered in exceptional circumstances – consultation with WOD before taking any action is critical (**See Intranet for the latest guidance on writing an advert.**)

Before advertising a vacancy, consideration must be given to any BCUHB local advertising principles in place, these can be found on the intranet. Consideration must also be given to internal advertising in the first instance. In addition the following circumstances must also be considered:

- a) Staff displaced (eg, due to organisational change, redeployment or due to health reasons falling under the Disability Discrimination Act criteria)
- b) Staff requiring redeployment for other reasons e.g. Performance/Capability issues.
- c) Consideration for staff currently on pay protection within CF / CPG (these should be recorded at senior level within CF / CPG – list of named contacts can be found on the intranet).

All advertising must be placed through the Employment Services Team - NWSSP

All advertisements placed will normally have a closing date 14 calendar days from the date of advertisement. Closing dates may be longer than two weeks if appropriate.

For certain posts and relevant criteria a Relocation package may be appropriate. Refer to Relocation Guidance for further information, please discuss with WOD if required.

### 3.6 Application Packs

Prospective applicants will be provided with a Job Application Pack which can be downloaded off the website [www.jobs.nhs.uk](http://www.jobs.nhs.uk). Applicants base their decision on whether to apply or not based on the quality, content and format of the information provided to them. Therefore, it is essential that any additional information is provided by the Hiring Manager to Employment Services – NWSSP and is accurate, current, relevant and well presented.

An example of what can be placed on NHS Jobs is as follows:

- a) Job information pack (Job Description, Person Specification & Departmental / Organisational Structure)
- b) KSF Outline
- c) Welsh Language Requirements and explanation
- d) Organisational / Directorate profile

The identity and details of prospective and actual applicants must be treated as confidential and disclosed only on a 'need to know' basis. All stages of the selection process must be conducted with courtesy and due consideration for the particular needs of applicants, in order to minimise anxiety and help applicants show their true potential. Paper applications will not be accepted from candidates.

### **3.7 Short listing and Interview Arrangements**

On the next working day following the closing date, the Employment Services Team - NWSSP will inform the Hiring Manager that the post is ready for short listing. One member of the interview panel must have received training in recruitment and selection methods within the last 5 years. Will have a working knowledge of the Equality and Diversity Policy and be aware of relevant legislation, and should provide, where possible, an appropriate racial gender balance. The panel should comprise of at least two panel members. It is good practice to have the line manager of the post holder on the interview panel with at least one manager/professional who are external to the CPG/CF, it is not appropriate to have the existing post-holder on the panel.

Any employee invited to be part of an Interview Panel must declare any relationship with an applicant for the post under consideration, once it becomes apparent. This would apply to family members, relatives, friends, acquaintances, or partners, and would not apply to work colleagues unless the relationship also fell into one of the above categories. In such situations, the Panel member must take no further part in the selection process.

The Panel members must meet as soon as possible after the closing date to agree a shortlist and the arrangements for interviews; interview date, venue and any other selection methods to be used. These may include an aptitude test, psychometric test, or a short presentation on a previously advised subject.

There must be little or no delay in identifying the short listed candidates.

The Panel should reach a consensus on the number of candidates on the shortlist, preferably up to 6 per vacancy, but no more than 8 unless there are exceptional circumstances or where multiple posts are to be filled. The interview panel must make clear written notes of short-listing decisions and document on paper (do not send to NWSSP) or electronically through NHS Jobs.

A shortlist must be drawn up initially by referring to the essential criteria in the person specification and considering:-

- a) the quality of the content of the application form,
- b) the relevance of the information provided,

Then, if necessary, the desirable criteria must be used to reduce the number in order to produce a final shortlist.

**Please note that the organisation is a holder of the Two Tick Symbol – Positive about Disability. As a result the Organisation is committed to interview all disabled applicants who have met the minimum essential criteria for the Person Specification and who wish to be considered under this scheme. The Recruitment – NWSSP will check to see if there are any Two Tick applicants and advise the Hiring Manager accordingly, via e-mail, using a standard message and quoting the relevant applicant reference numbers.**

The reasons for rejection or selection must be recorded for all applicants, and the Hiring Manager/Panel must complete a 'Short listing/Interview Information Form' (**See Intranet for the latest recruitment documents**). These records will help provide feedback to applicants, and if necessary, help counter any claims of unfairness or discrimination in the selection process.

Refer to Additional Guidance for Recruitment of Medical staff Appendix 4

### **3.8 Tips on Effective Short listing**

There are a number of important features to consider when reviewing application forms. Of paramount importance is how closely the information given matches the **essential** criteria for the job in terms of qualifications and experience. If there are many applicants, the **desirable** criteria must be considered.

In addition it is worth noting and perhaps questioning at interview the following:-

- a) A lot of moves over a short period of time
- b) A number of sideways moves within an organisation, which may mean lack of progress or could highlight a desire to broaden their experience
- c) A drop in salary at any time or applying for a job with a lower salary or status than they had previously, there may be good reasons for this but worth asking the candidate
- d) A gap in employment which is not explained
- e) Periods of sickness which cannot be explained through a medical condition or disability

If applications contain some of the above features but also meet the criteria, rather than eliminating them immediately, it may be useful to explore the

points further at interview.

Applicants who fail to meet the essential criteria must not be short listed:

- f) The electronic shortlist form must be fully completed

If none of the applicants meet the essential criteria, the vacancy should not automatically be re-advertised in the same manner. Unless the Manager is sure that recruitment is probable, alternative ways to fill the vacant post should be considered. If it appears that there is no suitable pool of candidates, the Manager should consider reviewing the post and the duties, the skill mix required, or even the structure of the CPG. Applicants must be informed by the hiring manager in writing or by e-mail if the vacancy is to be reviewed, re-advertised or withdrawn with adequate notice. If this is not possible, the candidate must be telephoned.

Where suitable candidates are identified, the Chair of the Interview Panel must decide on the interview arrangements and selection methods. When considering arrangements for interviews, a minimum of 45 minutes should be allowed for each interview. This will allow candidates to be interviewed thoroughly, and to do themselves justice. Time must also be allowed between interviews for the Panel to make notes on each candidate's performance during the interview (do not send these notes to NWSSP they should be retained in department for at least 6 months).

### **3.9 Selection Methods**

The Panel must decide whether the selection process is to be based on interview only or whether other selection methods are to be used. Whatever selection process is decided on the candidate must be informed of this so that they can prepare appropriately.

These may include:

- a) pre-interview visit
- b) informal meeting with key employees
- c) Formal interview
- d) Aptitude test
- e) Psychometric/assessment tests
- f) Short formal presentation on a previously advised subject

The aim is to decide how best to obtain sufficient relevant information about the candidates to be able to assess them in relation to the essential and desirable requirements of the Person Specification.

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

When details are finalised, the Hiring Manager will create the interview schedule online at [www.jobs.nhs.uk/employers](http://www.jobs.nhs.uk/employers) and issue the invite notifications to the short listed candidates. Guidance is available on the Intranet and by contacting the Employment Services team. It is recommended that at least 7 working days notice prior to the interview date is given to allow candidates to prepare and make necessary arrangements for the interview.

Candidates attending the interview will also be asked to bring with them original relevant documents for verification or validation purposes. It is vitally important that the identity of a prospective employee is reliably verified before appointment. These will include, where necessary, a birth certificate, current passport or photo driving licence, valid work permits, all relevant professional qualification certificates, and proof of current registration or membership of a professional body. These documents must be checked by the Hiring Manager on the day of the interview and a copy taken recorded on the interview check list.

### 3.10 Preparing for an interview

- a) A quiet room is essential (disconnect or divert the phone).
- b) Place a notice on the door indicating that interviews are in progress.
- c) Ensure that the receptionist is made aware that interviews are taking place and is able to direct candidates.
- d) Set out the interview room in advance. Ensure that water is available for the candidates and the panel members.
- e) Ensure that reasonable adjustments in terms of access to buildings or interview rooms have been made for candidates who are disabled.
- f) The panel members must allow time to meet in advance of the interview to discuss the format and questions.
- g) Agree who will chair the interview.
- h) Use the job description, person specification, KSF outline and application form to plan your questions.
- i) Ensure that all the relevant areas of questioning have been covered in the core questions that will be asked of all candidates.
- j) Decide what you are listening for by agreeing the range of acceptable responses to the core questions.
- k) 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.
- l) Ask one question at a time.
- m) Don't start off with a difficult question.
- n) Offer to repeat or reframe the question if necessary.
- o) Use the interview panel template and include your own questions
- p) Remember the candidate should do the majority of the talking!
- q) Ask **open** questions when you want to
- r) Introduce new areas of discussion
- s) Probe or explore an issue further
- t) Link one reference with an earlier one

- u) Get candidate to demonstrate behaviours.
- v) Ask **closed** questions when you only require **yes** or **no**. However, use open questions more frequently than closed ones.

Avoid questions that may be discriminatory, such as:

- w) Do you have children?
- x) Anything related to the health of the candidate, unless it is to establish whether they will be capable of carrying out something that is essential or intrinsic to the post.
- y) What arrangements have you made to look after your children during working hours?
- z) Do you intend to get married? Do you intend to have children?
- aa) Can you envisage any communication problems in working as part of the team because of your ethnic origin?

### 3.11 The interview

It is the responsibility of the Chair of the interview panel to ensure that all of the interviewers have an interview pack, containing copy of advert, job description, person specification and application form, one week before the interview date.

Preparation for the interview panel is important, and at all stages of the selection process it is necessary to keep records of decisions taken and the reasons for the decisions. The interview panel must make clear written notes of short-listing decisions, test results and interview outcomes. The hiring manager/line manager must retain these records for twelve months from the conclusion of the recruitment campaign. The details for the successful candidates must be incorporated in the person's personal file, thereby becoming a permanent record. All records will be subject to random audits by the WOD / Audit Department. **(A template is available on the Intranet for Hiring Managers to amend as appropriate together with examples of useful questions which could be used)**

Interview panels will have a minimum of two members, and one member of the panel must have attended the Recruitment and Selection training course. Refer to Additional Guidance for Recruitment of Medical staffing Appendix 4

For interviews for posts designated as requiring level 4 'Welsh Essential' at least one member of the panel must be able to speak Welsh fluently, and a minimum of one question must be asked through the medium of Welsh.

In the final selection of the successful candidate, the attributes of each candidate should be identified and compared with the contents of the Person Specification. Relevant and objective selection criteria must be used and it should be clear from the data how the final decision has been reached. Records are essential if the decision is later challenged.

Interview panel members must interview candidates and conclude their assessment before reviewing references, where they have already been obtained. These must be treated as confirmation or otherwise that the panel's decision is correct. Interviewers must ensure that all questions are directly related to the criteria in the person specification and job description

WOD may be requested by the Hiring Manager to attend selection interviews where members of the panel are inexperienced in recruitment and selection, or where the post requires the panel to include an individual external to the CPG. If so, WOD will make every effort to assist.

Make notes of the interview on the interview plan – this is mandatory and the manager must retain these records for at least 12 months. The Chair of the panel will need to collate all responses. **(See Appendix 3 for Interview Plan / Score Sheet)**

Candidates must be told when they will be advised of the outcome of the interview allowing enough time to discuss the outcome of the interview and obtain references. If possible, try to inform the candidate of the outcome on the same day or next day. Checking of individual's identification is important at this stage. Under the Fraud Act 2006 staff may face fraud charges if they make a statement they know as intentionally untrue, dishonest or misleading and the person making it knows that it is or might be untrue or misleading. This applies to the job application form or supplying false qualification certificates.

Any offer of appointment must be subject to satisfactory pre-employment checks.

## Best Practice Structure of Interview

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

### Assessing the candidates interview performance

Interviewing gives the opportunity for two way face-to-face communications between candidate and employer.

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
- e) Assess the quality of responses to questions asked in terms of content and communication
  - f) Consider the results of any tests used as part of the selection process
  - g) Assess how well or otherwise each candidate meets the requirements of the person specification
  - h) Place candidates in order of merit and identify the best candidate
  - i) Consider references, if available, and use them to supplement the selection process to confirm whether selection is appropriate and use a scoring system to help you to record each individual interview to help make unbiased and objective decisions. (**See Intranet for the latest interview template**).
  - j) 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.

### **3.12 Perception and the Pitfalls of Interviewing**

When interviewing, individual perception and personal bias come into play. Individuals need to be aware of this so that the interview process can be made as objective as possible. Personal biases take many forms and some of the commonest are described below.

#### **3.12.1 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.

#### **3.12.2 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.

#### **3.12.3 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.

#### **3.12.4 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 'fat people have personality problems and therefore wouldn't fit into the team' or 'young people are unreliable' and so on.

### 3.12.5 **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

### 3.12.6 **Summary**

It can be very difficult to avoid falling into some of these traps and an awareness of your own particular biases will help you to make a conscious effort to overcome them. Always aim to make the selection process as objective as possible and concentrate on assessing the candidate's ability to do the job. Do this by seeking behavioural evidence which will enable you to evaluate them against job-related criteria. The criteria used must relate to all the skills, attributes, and knowledge the person will need to perform that job effectively.

The Hiring Manager will return the Request to Appoint form with details of the successful candidate and terms of the offer to the Employment Services Team - NWSSP. A conditional appointment letter will then be prepared by the team within 2 working days. (Forms which are not fully and accurately completed will be returned to the manager, resulting in a delay to the recruitment process).

When professional registration checks are required individuals will not be allowed to take up post until the verification process has been completed. The organisation's policy for checking of qualifications, must be followed.

### 3.13 **Post Interview**

The Hiring manager will contact all candidates as soon as possible after the interviews to inform them of the decision, and if possible, this will be done on the same day as the interviews.

The unsuccessful candidates will be informed verbally and feedback given immediately, if they require. Any feedback must be clear, direct and timely

The Hiring Manager must discuss the starting salary and confirm general terms on which the job is to be offered including any relocation expenses which had previously been agreed with WOD. The Starting Salaries Protocol

must be adhered to - salary and terms will be in accordance with the organisations policies, all applications must be approved, prior to Payroll accepting the form.

If the successful candidate refuses the job offer, the reason for doing so must be requested. The Hiring Manager may wish to reconsider the terms of the offer in light of the circumstances and must be in line with the Policy for Safe Recruitment & Selection Practices and should take place before discussing further with the candidate. In most cases, the situation should be reviewed and consideration should be given to offering the post to the second choice candidate.

It must always be made clear to the successful candidate that the offer of appointment is subject to the receipt of satisfactory pre-employment checks, and that the candidate should not resign from the current employment until all pre-employment checks have been undertaken. These may include:

- a) References
- b) Occupational Health clearance
- c) Disclosure of criminal convictions (please also see appendix 12)
- d) Documentary evidence of:
  - Eligibility to work in the UK – Manager must take a copy of the passport and sign and date.
  - Professional registration
  - Appropriate professional / Qualification certificates
  - Driving licence
  - Work permit

### **3.14 Providing 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.

#### **3.14.1 Why give feedback?**

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

#### **3.14.2 Remember to:**

- e) Provide constructive feedback based on your person specification
- f) Ask the candidate what did they believe they did well and not so well
- g) Thank them for their honesty
- h) Begin with positive points about their interview performance
- i) Be honest (and tactful) about areas of poor performance

- j) If candidates raises any concerns about the process these must be dealt with quickly and advice from Workforce& OD to be sought if necessary
- k) Thank them for applying
- l) Encourage them to apply to the health board again for future vacancies which match their skills
- m) Wish them luck!

#### 3.14.3 **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.

#### 3.14.4 **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.

#### 3.14.5 **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.

#### 3.14.6 **Refer to behaviour which can be changed or areas for development**

It is not helpful to give a person feedback about something which they cannot change e.g. their facial features, height, etc. This may also be discriminatory. On the other hand, to be told that 'it would help if you smiled more or looked at people when you are speaking' can give a person something to work on.

#### 3.14.7 **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.'

#### 3.14.8 **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.

### 3.15 Pre-Employment Checks

The Employment Services Team - NWSSP will be responsible for carrying out relevant pre-employment checks in accordance with BCU HB policies, procedures and relevant administrative arrangements. These checks comply with the guidance given by the Welsh Assembly Government Document WHC (2003) 007 entitled "Pre and Post Appointment Checks for All Persons working in the NHS in Wales" and with the Equality Act 2010, These apply to all people working in the NHS, whether they are employees, volunteers or those providing contracted services. The checks will include those items described below. For further information and guidance see NHS Employers web site. [www.nhsemployers.org/employmentchecks](http://www.nhsemployers.org/employmentchecks)

Refer to Additional Guidance for Recruitment of Medical Staff Appendix 4

### 3.16 References

On the application form, applicants are required to provide the details of two referees, these details must be checked at interview to ensure they are appropriate and include the current / most recent employer, with email addresses wherever possible. If the applicant is or has been employed, preferably, they must be the two most recent employers, but certainly, one must be the present or last employer if not currently employed. Internal applicants must specify the name and job title of **their current line manager**, and a 'Manager's reference' must be obtained in writing (see appendix 5 for internal referee questions). For both external and internal short listed candidates, if the latest employer / manager is not specified as a referee, the candidate must be asked for the reason at interview.

The purpose of references is to obtain information from a third party, providing a factual check on a candidate's employment history, qualification, experience and/or an assessment of the candidate's suitability for the post in question. It should confirm information the applicant has already provided. The knowledge that a reference will be requested should encourage an applicant to describe their details, such as experience, capabilities, or any reasonable adjustments that may be required so that they can perform the duties and tasks within the job

#### 3.16.1 Posts involving children

When references are received, these must be clarified with a follow up telephone conversation, and the hiring manager must be prepared to explore with candidates their attitude towards children and child care at the interview. (See safeguarding children act ref 2.24 and 2.26 for further information). If a telephone conversation is not possible prior to the interview, the panel chair must read references prior to the interview in order to check whether there are any particular areas of concern that require exploring through careful questioning, during the interview. This will avoid the concern that more questions should have been asked of a candidate whose reference may point to certain weaknesses.

It is important that the following is undertaken: -

- a) Scrutinise all information provided by applicants and referees
- b) Satisfactorily resolve any discrepancies or anomalies
- c) Verify identity and any academic or vocational qualifications
- d) Seek full employment history and check with previous employers why employment ended
- e) Identify gaps and seek explanation
- f) Explore the candidate's suitability to work with children as well as their suitability for the post
- g) The Equality Act 2010 limits the circumstances where health related questions can be asked at the pre job offer stage. Therefore, once a provisional/conditional offer has been made to the successful candidate, the Recruitment will follow up with a telephone call to the appropriate referee to gather further information about absence. Any concerns will be raised with the hiring manager, who can then seek guidance from Occupational Health.
- h) An Enhanced DBS disclosure will be required. The Recruitment –NWSSP will be responsible for the administration of this via the DBS process and is important to note will be unable to commence without DBS clearance.

A candidate's suitability for a post should be based primarily on the assessments made at the interview, and references should be used as confirmation, or otherwise, of the selection decision. References should be used as an aid to selection, and a guide to the candidate's working behaviour, character, abilities and skills.. Some referees may not communicate the required information well in a reference or may use very general terms. If there is any doubt, the referee must be contacted to discuss the candidate in more detail. The conversation must be documented in case this information needs to be referred to at a later date. The Equality Act limits the circumstances when hiring managers can ask health-related questions before the candidate has been offered the job. Prior to the provisional offer stage, hiring managers can only ask health-related questions to help decide either:

- whether reasonable adjustments need to be made for the individual or
- whether the applicant can carry out a function that is essential('intrinsic') to the job. Guidance should be sought from occupational health if the hiring manager has any concerns.

Where a referee is not a current or previous employer, the reference provided will be regarded as a character reference only, and an alternative method of confirming if the applicant was employed at the named organisation must be considered.

If a reference for a successful candidate is unsatisfactory in any respect, it must always be investigated further by contacting the referee, particularly if a previous employer states that the person would not be re-employed. Referees have a legal obligation to be accurate and be fair to the individual, so hiring

managers should discuss adverse references with the appropriate Manager from WOD, as the issue requires careful and sensitive handling.

### **Occupational Health Assessments**

All offers of employment are subject to the receipt of a satisfactory health assessment. This is an important part of the selection process and is necessary to ensure that:

- a) Employees are capable of carrying out the full range of work activities their prospective job requires, taking into account any current or previous illnesses and the obligations imposed by equal opportunities and in line with the Equality Act 2010
- b) Anyone who is likely to be at risk of developing work-related diseases from hazardous agents in the workplace, can be identified
- c) Occupational Health can offer guidance and support if any necessary reasonable adjustments are required

### **3.18 Disclosure and Barring Scheme (DBS)**

The Disclosure and Barring Scheme was established under the Protection of Freedoms Act 2012 and merges the functions previously carried out by the Criminal Records Bureau (DBS) and Independent Safeguarding Authority (ISA).

A criminal records check processed through by the Disclosure and Barring Service (DBS) provides details of an individual's criminal record. For certain roles it will also include information held on the DBS's children and adults barred lists, together with any information held locally by police forces that is reasonably considered to be relevant to the applied for post.

These checks are to assist employers in making safer recruitment and licensing decisions. However a check is just one part of robust recruitment practice. When a check has been processed by the DBS and completed the employer and individual will receive a DBS certificate.

The Police Act 1997 (s113A) enables standard criminal records checks to be requested by employers on any individual who is working in a role listed in the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended) ("the Exceptions Order"), which includes any employment which is concerned with the provision of health services and which is of such a kind as to enable the holder to have access to persons in receipt of such services in the course of their normal duties. Standard checks include information on cautions, convictions, reprimands and warnings. The Police Act 1997 (s113B) enables enhanced criminal record checks to be requested for the purposes prescribed in the Police Act 1997 (Criminal Records) Regulations 2002 ("the Police Act regulations"). Enhanced checks include information on cautions, convictions,

reprimands and warnings as well as local police information. Not all NHS staff are eligible for a criminal record check, it will depend if their role falls within the Exceptions Order. The level of check (standard or enhanced) is dependent upon whether the role then falls within the Police Act regulations. The Exceptions Order and the Police Act determine eligibility for a check and the level of check required but do not prescribe which individuals need to be checked. Eligibility is not determined by job title or type of contract, employers will need to make an assessment against the roles, activities and responsibilities of that particular post.

### **Standard level check**

Standard checks contain details of both spent (old) and unspent (current) convictions, including cautions, reprimands and final warnings held in England and Wales on the Police National Computer (PNC). Most of the relevant convictions in Scotland and Northern Ireland may also be included.

### **Eligibility for standard checks**

Employers may carry out standard level criminal record checks to assess a person's suitability for work listed in the Exceptions Order i.e. where the type of work enables the person to have '*access to persons in receipt of such services in the course of [their] normal duties*'. The term 'access' only relates to where individuals have direct, physical contact with patients as part of their day to day activities; it does not include positions where there is no contact with patients. Please note that positions that purely involve having access to records are not covered under the terms of the Exceptions Order and therefore employers cannot obtain a standard or enhanced criminal record check for these positions. The changes to the barring arrangements on the 10 September 2012 do no effect eligibility for standard checks. However, it is strongly recommended that employers refer to the Exceptions Order to make an informed decision against positions which may be eligible for a standard level check (*paragraph 13, Part 2 of Schedule 1 of the Order specifically refers*).

### **Enhanced level check**

An enhanced check contains the same information as a standard check but also includes any non-conviction information held by local police, where they consider it to be relevant to the post. This information is referred to as 'approved information' on the enhanced check certificate. From 10 September, there will be two levels of enhanced check – an enhanced disclosure *with* barred list information (for those that fall under the new definition of regulated activity) and an enhanced disclosure without barring information (for those previously falling within regulated activity but not meeting the terms required under the new definition) – see further detail about eligibility in the NHS Employer Criminal record and barring checks. Eligibility for enhanced with a barred list check Individuals seeking work in a regulated activity position must be checked against the ISA's barred lists (this is known as a barred list check). This check is accessed through the process of applying for an Enhanced Disclosure. To determine if a role falls within regulated activity, see the

definitions on page 13 of the NHS Employer criminal record and barring check document. Individuals in regulated activity are eligible for an enhanced disclosure with barred list information. It will be possible to check against the children's and/or adults' barred list(s), depending on the role under consideration. Eligibility for enhanced without a barred list check The number of individuals in regulated activity is being reduced by the changes to the disclosure and barring services and, as a result there will be some positions which will no longer be eligible for an enhanced disclosure *with* a barred list check from 10 September 2012. Employers may continue to obtain an enhanced level check *without* a barred list check for those positions that were previously eligible under the SVGA before 10 September 2012 but no longer fall within the new definition of regulated activity. Employers should make a risk based judgement against the roles and responsibilities of the position when considering whether an enhanced level check would be applicable. Further information can also be obtained from a leaflet produced by the Home Office at [www.homeoffice.gov.uk/publications/crime/disclosure-and-barring/](http://www.homeoffice.gov.uk/publications/crime/disclosure-and-barring/) and a factual note issued by the Department of Health at [www.dh.gov.uk/health/2012/08/new-disclosure-andbarring-services-definition-of-regulated-activity/](http://www.dh.gov.uk/health/2012/08/new-disclosure-andbarring-services-definition-of-regulated-activity/)

## **Regulated activity**

The new definition of regulated activity relating to adults and children in the Safeguarding Vulnerable Groups Act 2006, as amended by the Protection of Freedoms Act 2012, can be summarised as follows:

### **Adults**

Any activity involving working or volunteering with **adults** that is of a **specific nature**. An adult refers to any individual who is aged 18 years or over. There are six categories within the new definition of regulated activity, these are:

#### **(i) Providing health care**

Any health care professional providing health care to an adult, or anyone who provides health care to an adult under the direction or supervision of a health care professional.

#### **(ii) Providing personal care**

Anyone who:

- provides physical assistance with eating or drinking, going to the toilet, washing or bathing, dressing, oral care or care of the skin, hair or nails because of an adult's age, illness or disability;
- prompts and then supervises an adult who, because of their age, illness or disability, cannot make the decision to eat or drink, go to the toilet, wash or bathe, get dressed or care for their mouth, skin, hair or nails without that prompting or supervision; or

- trains, instructs or offers advice or guidance which relates to eating or drinking, going to the toilet, washing or bathing, dressing, oral care or care of the skin, hair or nails to adults who need it because of their age, illness or disability. Personal care, excludes any physical assistance provided to an adult in the relation to the care of their hair. For instance a hairdresser based on a hospital site, or who comes onto a ward to cut patients hair would not be in regulated activity.

**(iii) Providing social work**

The activities of regulated social workers in relation to adults who are clients or potential clients are a regulated activity. These activities include assessing or reviewing the need for health or social care services, and providing ongoing support to clients.

**(iv) Assistance with cash, bills and/or shopping**

The provision of assistance to an adult because of their age, illness or disability, if that includes managing the person's cash, paying their bills or shopping on their behalf.

**(v) Assistance in the conduct of a person's own affairs**

Anyone who provides various forms of assistance in the conduct of an adult's own affairs, for example by virtue of an enduring power of attorney.

**(vi) Conveying**

Drivers and their assistants who transport an adult because of their age, illness or disability to or from places where they have received, or will be receiving: health care, personal care or social care, for the purpose of enabling them to receive these services, as outlined above.

This does not include family and friends or licensed taxi drivers or licensed private hire drivers; and does not include trips taken for purposes other than to receive health care, personal care or social work, for example, trips for pleasure.

Examples of those providing conveying services include: emergency care assistants (ECA's), ambulance technicians and Patient Transport Service drivers (PTS's). Conveying may also include hospital porters where they are transporting adults - this would not include porters who provide non-patient transport – for example those who purely have responsibility for transporting laundry or samples to a laboratory, for instance. There is no requirement for a person working or volunteering with adults to do the activities outlined above a certain number of times within a certain period before they are regarded as engaging in regulated activity.

For a more detail description and examples please follow the link:

[www.dh.gov.uk/health/2012/08/new-disclosure-and-barring-services-definition-of-regulated-activity/](http://www.dh.gov.uk/health/2012/08/new-disclosure-and-barring-services-definition-of-regulated-activity/)

## **Children**

An activity involving working or volunteering with **children** that is of a **specified nature**:

### **(i) Unsupervised activities:**

teaching, training, instruction, caring for or supervising of children, or providing advice/guidance on well-being, or driving a vehicle only for children.

### **(ii) Work for a limited range of establishments ('specified places')**

with the opportunity for contact with children, for example schools, children's homes, childcare premises. Not work by supervised volunteers.

*It is important to note that children's hospitals are no longer categorised as a 'specified place'. The previous requirement for employers to consider all individuals in these settings who have the opportunity for contact with children against eligibility for an enhanced criminal record check with a barred list check **no longer applies**. This means that not everyone who has the opportunity to have contact with children in children's hospitals will now be regarded as carrying out regulated activity. Employers will need to make an assessment against the roles, activities and responsibilities of the particular post to determine if the role falls within the new definition of regulated activity*

Work under (i) or (ii) is regulated activity only if done frequently.

### **(iii) Providing personal care,**

for example washing or dressing; or health care by or supervised by a professional.

*Health care or personal care activities do not need to be done frequently to be regulated activity. If they are part of a person's role, then that person is engaging in regulated activity and requires an enhanced criminal record check with a barred list check.*

### **(iv) Registered child minding; and foster-caring.**

Individuals who will be working in Regulated Activity as defined above will be eligible for an enhanced criminal record check with barred list check.

For more information about the scope of regulated activity for children please refer to

[www.education.gov.uk/childrenandyoungpeople/safeguardingchildren/a00209802/disclosure-barring](http://www.education.gov.uk/childrenandyoungpeople/safeguardingchildren/a00209802/disclosure-barring)

*Individuals working in an activity which has been removed from the new definition of Regulated Activity will still be eligible for an enhanced criminal record check, but without barred list check.*

## **Referral to DBS**

The DBS (formally known as ISA) has three main statutory duties:

- To maintain the two lists of individuals who are barred from engaging in regulated activity with children and/or adults (replacing all pre-existing lists – Protection of Children's Act (POCA), Protection of Vulnerable Adults Act (POVA), List 99 and disqualification orders).

- To make discretionary decisions on who should be placed on the children's and/or the adults' list(s) where referred to the DBS.
- To reach decisions as to whether to remove an individual from the barred lists following review. It is important that managers understand who within their organisation is working in regulated activity as you must not knowingly allow a barred person to work in regulated activity.

Requests for DBS disclosures are processed by the Employment Services Team –NWSSP in accordance with the procedures laid down by the DBS and within the DBS Code of Practice.

When details of previous or pending criminal proceedings are obtained from the applicant's declaration or from the DBS, the information must be considered very carefully (see section XX). The existence of a criminal conviction does not in itself prevent anyone from working for the organisation however, some types of offence involving, for example, violence, sexual abuse, or theft, may indicate that an applicant is unsuitable to have access to patients or their records. In general, the information must be considered by the manager and WOD in light of all of the relevant circumstances, including matters such as:

- a) The nature of the offence
- b) The age of the applicant at the time the offence was committed
- c) How long ago the offence was committed
- d) The applicant is appropriately registered
- e) The registration covers the proposed role
- f) The registration is subject to any current restrictions
- g) The applicant is the subject of any fitness to practise investigations which the regulatory body has a duty to disclose.

It should be noted that safe recruitment is far wider than the DBS check and it is the hiring manager's responsibility to ensure that the individual is 'fit to practice'

The NHS online application form contains a section which requires a declaration by applicants in relation to any previous or pending criminal proceedings, convictions, cautions, reprimands, warnings or bind-over's. The NHS Jobs application form asks the applicants 'Have you had any unspent criminal convictions or 'bind-overs' or any cautions, warnings or reprimands?' And, 'Have you at any time received or had pending a criminal conviction, caution, warning reprimand or bind-over'.

**NB : where a position requires a DBS check, the applicant must not commence in post until satisfactory clearance is received.** Existing staff who are changing jobs in regulated activity \* and who are moving to a more vulnerable group will require another DBS check. For example a nurse working on an adult ward who will be moving to a children's ward will require another DBS check. A nurse working on a children's ward moving to an adult ward will

require another DBS check. A nurse moving from an adult ward to an adult ward will not require another DBS check.

BCUHB is required to comply fully with the DBS Code of Practice. Applicants for certain professions and positions concerned with the provision of health services are exempted from the Rehabilitation of Offenders Act 1974, and can therefore be asked to disclose 'spent' convictions that they would otherwise not have to declare.

**It is important that checks are only undertaken if they meet the specifications within the Code of Practice by NHS Employers for further information please refer to [www.nhsemployers.org/employmentchecks](http://www.nhsemployers.org/employmentchecks)**

### **3.19 Eligibility to work in the UK**

Anyone employing an individual in the United Kingdom is required to ensure that the person is legally entitled to work here and is not subject to any immigration control, which would prevent them doing so. It is a criminal offence to employ a person aged 16 or over who is subject to immigration control and who has no permission to work in the UK, or who works for an organisation in breach of their conditions of stay in the UK.

Therefore, If an individual wants to work in the UK, they need to go to a sponsor holder. BCUHB is a 'tier two' registered organisation and therefore hold a sponsor certificate with reference number, which is quoted to the employee. As a sponsor we need to meet a series of 'points' which is part of the Resident Labour Market Test. We will need to demonstrate to the Home Office that we can justify recruiting from overseas and will be required to put this in writing to them. Including detail about how many applicants applied, where they are located and skill shortages.

### **3.20 Useful notes for hiring managers for checking applicants from outside the UK**

It is important to note prior to interview whether an applicant has the right to work in the UK. There is no advantage to having an entitlement to work in the UK in terms of the interview process, no applicant can be disadvantaged due to the fact they need a visa to work in the UK.

The right to work check is undertaken by Employment Services Team - NWSSP

Evidence which entitles someone to work in the UK:

- a) Passport showing that the holder is a British Citizen or citizen of the UK
- b) Passport or national identity card showing that the holder is a national of EA country or Switzerland.

- c) Residence permit, registration certificate or document certifying or indicating permanent residence issued by the Home Office or the Border and Immigration Agency (BIA) to a national of a EA country or Switzerland.
- d) A permanent residence card issued by the Home Office or the BIA to the family member of a national of an EEA county or Switzerland.
- e) A biometric immigration document issued by the BIA to the holder which indicates the person named is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK.
- f) A passport or travel document endorsed to show that the holder is allowed to stay in the UK and is allowed to the type of work in question.
- g) A biometric immigration document issued by the BIA to the holder which indicates that the person named in it can stay in the UK and is allowed to do the work in question.
- h) A residence card or document issued by the Home Office or the BIA to a family member of a national of an EEA country or Switzerland.

This list is not exhaustive.

When checking the documents for right to work in the UK, please check, photocopy, sign & date as a true copy:

- i) Cover of passport
- j) identity page of passport
- k) current endorsement/residence permit
- l) check if restricted working in UK applies (i.e. student 20 hours term time)

Managers must ensure they keep copies of the relevant documents on personal files as these need to be available for any inspection the UKBA might make.

### 3.20.1 **Employing nationals from the EEA**

Nationals from the EEA and Switzerland can enter and work freely in the UK without restriction.

EEA countries:

- Austria
- Belgium
- Cyprus
- Denmark
- Finland
- France
- Germany
- Greece
- Iceland
- Ireland
- Italy
- Liechtenstein

- Luxembourg
- Malta
- Netherlands
- Norway
- Portugal
- Spain
- Sweden
- UK

On 1st May 2004, 10 countries joined the EEA. The government set up a Worker Registration Scheme (WRS) to monitor the participation of these workers:

The countries known as the A8 countries are:

- Czech Republic
- Lithuania
- Estonia
- Poland
- Hungary
- Slovakia
- Latvia
- Slovenia

Workers from these countries have to register with the Border and Immigration Agency. You should check for documents to evidence this.

Some workers will be exempt from the WRS. To evidence this, managers should ask for:

- a) A registration certificate issued by the Home Office confirming the holder is an EEA or Swiss national
- b) A national passport or travel document containing an endorsement which states the holder is also a dual national of the UK, Switzerland, or EEA countries.
- c) A national passport or travel document containing a valid endorsement which shows the holder has indefinite or limited leave to enter or remain in the UK, with no immigration restrictions on employment.

This list is not exhaustive.

On 1<sup>st</sup> January 2007, Bulgaria and Romania joined the EU and also became part of the EEA. These countries are referred to as A2 countries.

National of Bulgaria and Romania will need to apply for Home Office permission before they can work, unless they are exempt from doing so. In most instances this permission will be in the form of an accession worker card,

which authorises them to work in the United Kingdom. Further details are available on the UKBA website (see 3.21.4).

### 3.21.2 Employing a person without the right to work in the UK

The Points Based System rolled out in February 2008. There are 5 Tiers under this system:

- a) **Tier 1**  
Highly skilled (interview with the British Embassy). Full working rates, qualifications, previous earnings, demonstrate this to embassy. Need a job offer in the UK
- b) **Tier 2**  
Restricted to working for a given employer – need sponsorship by the employer
- c) **(no Tier 3)**
- d) **Tier 4**  
Students – invitation from tutor of college / university
- e) **Tier 5**  
Temporary / charity workers

The organisation has a license for Tier 2, which effectively means the organisation acts as a sponsor to Tier 2 migrants. An application is made by the organisation to the Border and Immigration Agency whereby the applicant has to earn points against specified criteria (earnings, qualifications) in order to achieve a points total and be granted a Certificate of Sponsorship.

Actions needed when the successful applicant does not have the right to work in the UK:

The organisation applies for a Tier 2 (old version of a work permit) certificate of sponsorship. Managers need to liaise with:

Medical workforce representatives and/or NWSSP – Recruitment Manager

If successful, the certificate of sponsorship number will be forwarded to the applicant who will then have to apply for a visa/leave to remain. This is the stamp found in passports. The allocation of a sponsorship certificate in no way guarantees that a visa will be issued.

Migrants on a Tier 2 visa with the organisation cannot work for any other employer. Likewise, the successful applicant who is already on a Tier 2 with

another employer cannot work in the organisation until a new Tier 2 application has been received.

NB: In order to successfully apply for a Tier 2 application, the Health Board will need to demonstrate the post has met the Resident Labour Market Test. It must give preference to the UK workforce, and we will need to demonstrate to the Home Office that there was no suitable UK applicant for the post. A justification will need to be supplied to the Home Office stating who applied during the recruitment activity and why we want to employ the migrant worker.

NB. We currently have exemptions for overseas nurses – these are: theatres, critical care (level 2 or 3 classification) therefore if required the Health board could justify needing to employ these types of nurses.

### 3.21.3 Existing Staff

Checks to be made by management for existing staff:

- a) what type of visa staff member is currently working on
- b) when was the visa issued
- c) when does the visa/limited leave to remain expire

It is the individuals responsibility to ensure their visa is renewed before the expiry of the current visa, it is also the managers responsibility to monitor and ensure their staff have the right to work in the UK.

### 3.21.4 Useful links and contact details:

See the website and follow instructions below

- [www.ukba.homeoffice.gov.uk](http://www.ukba.homeoffice.gov.uk)  
left employers and sponsors  
left point based system  
left register of sponsors PDF
- UK Border Agency  
Employers Helpline: 0300 123 4699  
09/04/2013

### 3.22 Qualifications and Professional Registration or Membership

In some posts it is unlawful for anyone to practice unless registered with the relevant registered body (e.g. Nursing & Midwifery Council, Health Professions Council. In addition, many CPGs and CFs, such as Finance, WOD, Estates and Risk Management, require staff to possess appropriate professional qualifications. For guidance on how to request information from a regulatory body please refer to WHC (2005) 071 and WP23 Procedure for the Checking of Registrations & Qualifications

The successful candidate, on taking up the appointment, will be asked to produce appropriate documents again on the first day of employment. The line

manager will be responsible for checking on-line and copying the documents and placing on the employees personal file.

People who are professionally registered are individually responsible for maintaining their own registration. Candidates who have allowed their registration to lapse must not be offered employment in their profession until they have registered and provided proof of registration, this must then be checked on the relevant website to ensure that the registration is valid.

The Electronic Staff Record, interfaces with some professional registration sites and updates electronically, it is therefore imperative that registration numbers are clearly indicated on the Appointment Form for this to be entered by Recruitment NWSSP.

### **3.24 Appointment and Induction/Orientation**

The Hiring Manager will complete the confirmation of appointment form and send to Employment Services Team - NWSSP. Once received, the Recruitment Advisor –NWSSP will send a provisional offer letter confirming the decision of the Appointing Panel, subject to completion of pre-employment checks satisfactory to the employer. This letter will contain the main terms of the provisional offer. At this point the Hiring Manager will start to arrange mandatory training for the new starter. Refer to Additional Guidance for Recruitment of Medical Workforce Appendix 4

When all pre-employment checks are completed and confirmed satisfactory to the organisation, the contract of employment will be prepared and sent to the hiring manager at the organisation to check, sign and return back to NWSSP. The hiring manager will then issue two Copies of the letter and contract of employment to successful candidate; one of which is to be signed and returned to the Hiring Manager to indicate acceptance of the offer. The other copy is kept by the successful candidate.

New employees will be asked to bring all necessary documentation with them on their first day of employment with the Health Board. These will include P45, Birth Certificate, National Insurance Number, a current passport or photo driving licence, original certificates for relevant occupational or professional qualifications, and any other documents to assist WOD and payroll administration.

A New Starter Form will also be completed by the manager and new employee providing personal details and bank account information for the new employee so that payment of monthly salary can be organised. For existing Health Board employees, a Staff Change Form must be completed. The forms must be sent to Employment Services Team - NWSSP and forms not fully and accurately completed will be returned to the manager, potentially delaying payment of the successful candidate. Managers must liaise with security to arrange a NHS Identity badge for the new employee within the first week of joining the organisation.

All new employees will receive local CPG induction and corporate orientation in accordance with our Induction Policy. Effective induction / orientation is important and compliance with the Policy is essential as it aims to make new employees aware of the organisation's strategic intent, required standards, to make the individual feel part of the organisation, and to help ensure that appropriate job related training is provided within the CPG.

Regular performance reviews against KSF outlines must identify any development issues early, so that they can be addressed promptly by making the new employee aware of the areas of concern, and by providing help and additional training where appropriate. 6 months after taking the new role, the individual will have a KSF Review with their line manager. After 12 months there will be a formal 'Foundation Gateway' review (see KSF Gateway protocol available from the organisation's Intranet

Personal files for employees are kept and maintained by the Line Manager of the individual. Refer to Additional Guidance for Recruitment of Medical staffing Appendix 4

All files must be kept up to date and in a lockable cabinet or stored electronically. Managers holding files on employees must recognise their obligations under Data Protection legislation and comply within the provisions. Employees are entitled to supervised access to their personal file and Managers who receive any requests for access from members of staff must discuss the matter with WOD in the first instance.

**For the latest forms and guidance notes, please refer to the organisations  
Intranet Job vacancies/ Recruitment documents**

**or**

**Contact Employment Services Team – NWSSP on 01745 448577**

**Appendix 1**

**Hiring Managers Checklist**

Step 1:	Organisation's vacancy control procedure to be followed	
Step 2:	Authorisation from appropriate CPG VCG and Chief of Staff / Financial Approval/ confirmation	
Step 3:	Once authorized managers e mail Recruitment with key documents Key documents taken from Intranet and completed electronically : <ul style="list-style-type: none"> <li>• Pre-application Filtering questions</li> <li>• Additional Filtering questions</li> <li>• Advert Template</li> <li>• Job description/ Person Specification</li> <li>• OH Medical Questionnaire form</li> <li>• KSF Outline</li> </ul>	Guidelines for Filtering questions see Intranet Recruitment Forms
Step 6:	Recruitment receive key documents and action advert	
Step 7:	Closing date reached, Recruitment e-mails the Hiring Manager to inform them that the post is ready for short listing. Hiring Manager shortlists on line.	
Step 8:	Shortlist returned to Recruitment – NWSSP using shortlist/ interview form Interview date & times given Hiring manager completes feedback on candidates (on-line comments only) –on www.jobs.nhs.uk	
Step9:	Interviews arranged and candidates emailed with date of interview. Candidates asked to confirm attendance and time with Hiring Manager	
Step10:	Interviews take place & manager confirms successful candidate by completing appointment form ID to be checked at interview stage (Documents from prescribed list). Qualifications relevant to the Person Specification to be checked at interview stage.	Interview plan template available on Intranet

	Evidence of professional registration to be checked at the conditional offer stage using relevant websites in line with other pre-employment checks.	
Step11:	Hiring Manager offers successful candidate subject to pre employment checks satisfactory to the organisation and informs unsuccessful candidates of outcome. Manual Handling/load Handling training booked by manager. PC & Patient information sign on arranged by manager.	
<b>Post Interview Action</b>		
Step12:	Provisional Offer letter to appointee by Recruitment –NWSSP along with DBS form, medical questionnaire, pensions booklet and Code of Conduct (Standards of Behaviour & Disciplinary Rules). Employment checks commenced.	
Step13:	DBSNWSSP-Employment Services invite applicant to ID check meeting . If professional qualifications not checked in step 10 these qualifications/ registrations are checked now	
Step14:	Recruitment –NWSSP to inform Hiring Manager that pre employment checks completed Hiring Manager to agree start date with new appointee and inform Recruitment. Team -NWSSP	
Step15:	Recruitment NWSSP produce contract of employment and sends to hiring manager for checking. Hiring manager send to appointee.	
Step16:	New employee commences, local induction is completed in first week along with any Manual handling/Load Handling training. ID badge organised by Hiring Manager	

## **Recruiting a competent workforce using the NHS Knowledge & Skills Framework**

### **Introduction**

It is necessary to be clear about the knowledge and skills that need to be applied in a post by anyone employed in that post. This is done through developing a NHS KSF outline for that post. (NHS KSF Handbook 2004)

KSF post outlines identify the level of competence required for each post. They are also a useful tool to aid recruitment.

All jobs, which are advertised, now require a KSF post outline, covering foundation level for a new starter and a full outline for staff with more experience.

### **The following is a guide for managers on how to use a KSF outline to develop an interview plan**

Interview templates have been produced as a guide for you, for the following staff groups:

General Manager, Clerical assistant, senior staff Nurse, Health care support worker, Occupational therapist, Therapy Assistant, Assistant Chef and Porter.

These templates can be adapted to the post you are recruiting for, based on the outline for that post; this will enable you to identify appropriate questions that are relevant to the job. The interview questions will be competency based and you will be looking for past experience of the candidate to match the "examples of application" from the KSF outline. This should ensure evidence based interviews that clearly determine an individual's competency.

**Developing a competency based interview Plan using a KSF outline:**

**10 Simple Steps!**

<b>Step 2:</b>	<b>Go to BCU Sharepoint Portal for access to locally approved KSF Outlines</b>
<b>Step 3:</b>	<b>Outlines in the Sharepoint are sorted alphabetically by Staff Group, then banding</b>
<b>Step 4:</b>	<b>Save a copy in your documents file</b>
<b>Step 5:</b>	<b>Open Interview plan template to complete</b>
<b>Step 6:</b>	<b>Identify the 3 or 4 Dimensions and the level that you want to focus on for the interview, we recommend 1 or 2 from the core dimensions and 2 or 3 from the specific dimensions (depending on role) NB: Hiring manager to determine which are the key dimensions that are relevant for the job. Having 1 or 2 from core dimensions and 2 or 3 from specific dimensions is only a suggestion</b>
<b>Step 7:</b>	<b>Develop 3 questions around the “level indicators” in that dimension using open ended questions e.g. Can you give me an example of when you have had to communicate something to a group of people? What difficulties did you have? How did you overcome this</b>
<b>Step 8:</b>	<b>Input questions onto the template</b>
<b>Step 9:</b>	<b>Review final questions discuss with interview panel and agree</b>
<b>Step 10:</b>	<b>Commence interview and happy recruiting!!</b>

**Interview Scoring Template**  
 Insert the relevant competencies/dimensions

Appendix 3

Name of candidate	Competency: Technical (1 – 5) x3	Competency: Leadership / teamwork (1 – 5) x3	Competency: Communication / managing change (1 – 5) x3	Competency: Implementation / Operational (1 – 5) x3	Total points out of max 60

**Scoring System:** 1 = much less than  
acceptable

2 = less than  
acceptable

3 = acceptable

4 = more than  
acceptable

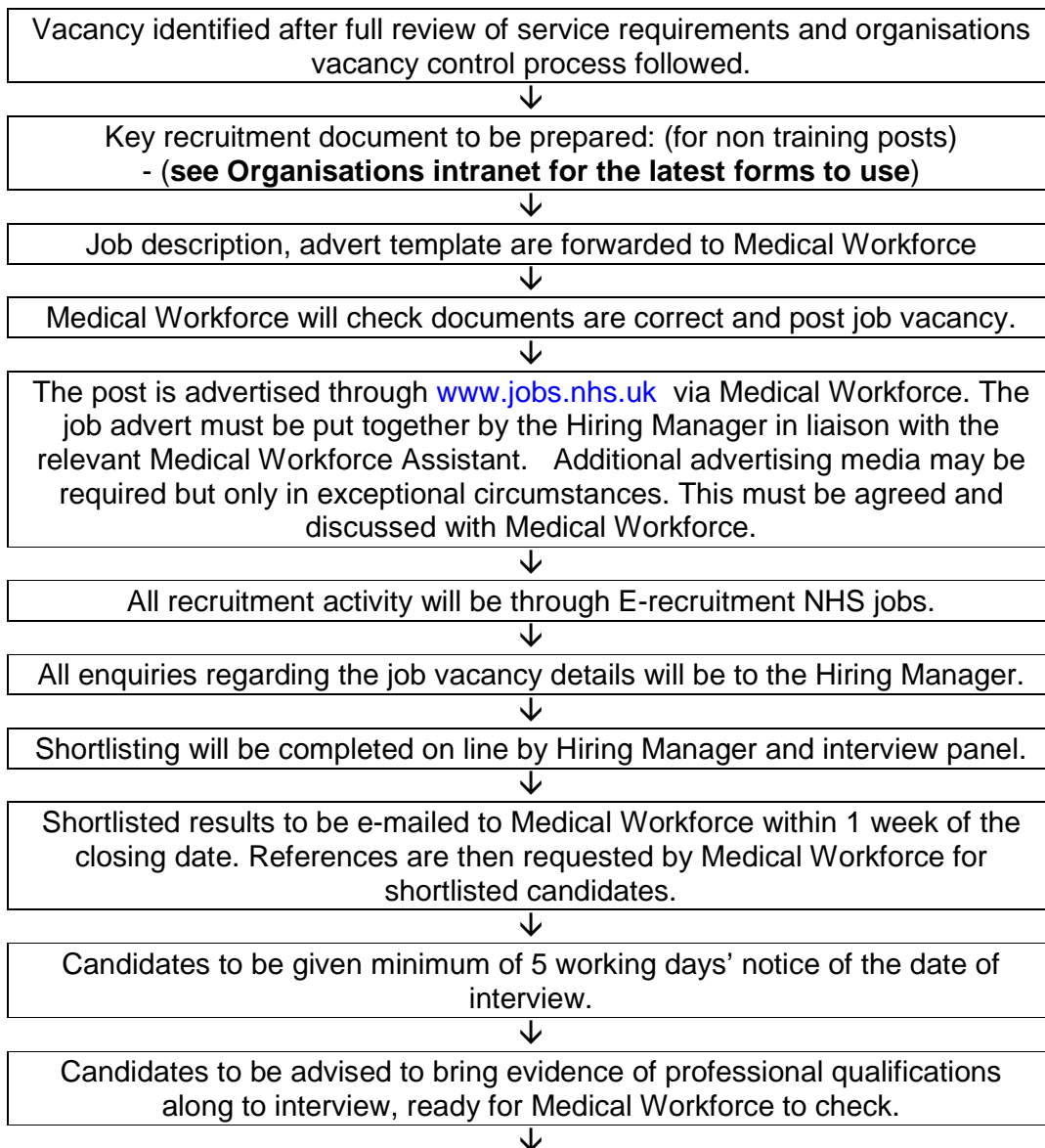
5 = much more than  
acceptable

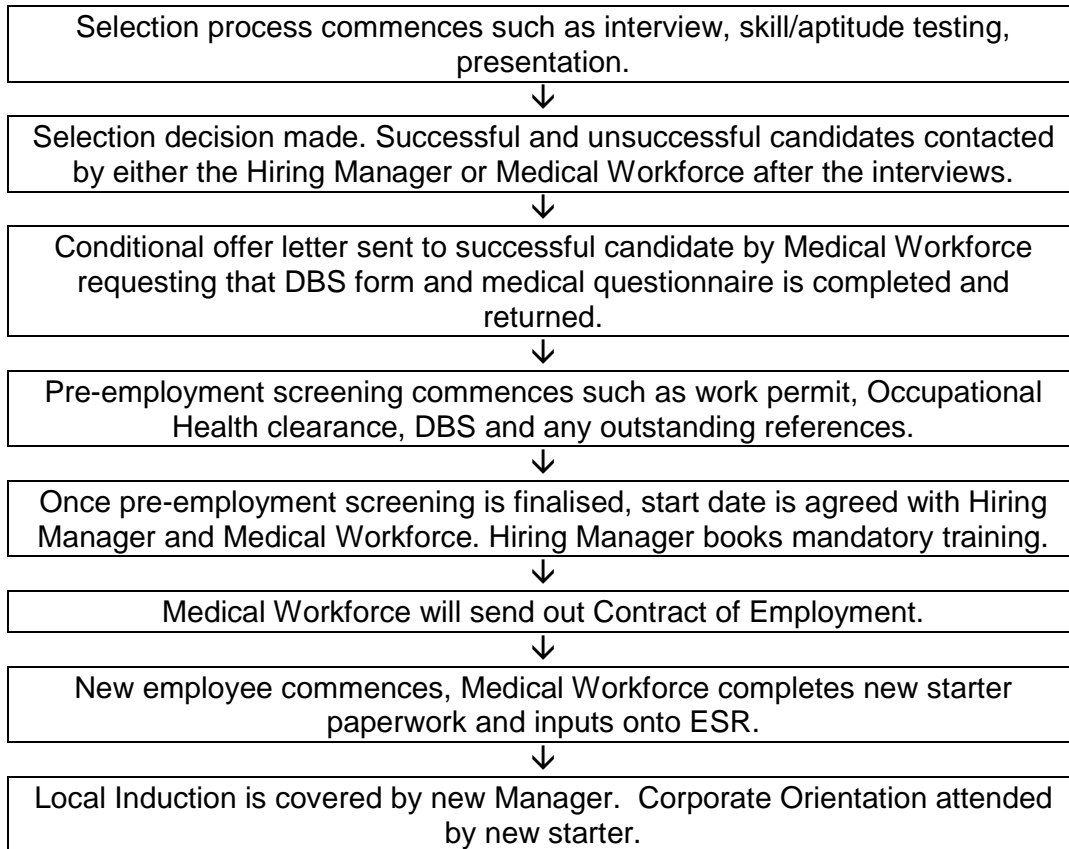
## Appendix 4 Additional Guidelines for Recruitment of Medical Workforce

The following recruitment guidelines form part of the Recruitment and Selection Policy. It is recommended that the Hiring Manager reads the following information prior to the commencement of the recruitment activity. **(See Appendix 1 for Hiring Managers Checklist).**

### Flow Chart of Activity

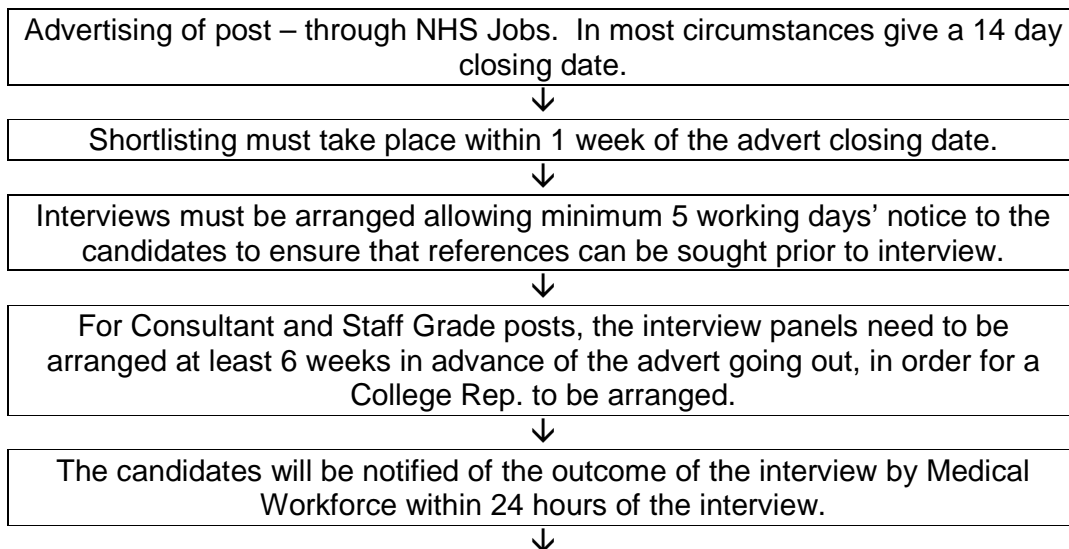
The following flow chart must be followed at the time a vacancy arises, either through a post becoming vacant or the identification of a need for a new post within an organisational restructure.





### **Recruitment Timescales**

Once the Job Description and Person Specification have been reviewed the recruitment timetable must be planned.



Pre-employment screening allow 28 days for work permits, 28 days for DBS check and 7 days for Occupational Health.



New employee joins depending on the notice period.

### **See Recruitment Documents on Intranet for the latest forms to use**

#### **Short listing and Interview Arrangements**

During the advertising campaign, Medical Workforce will arrange the interview date and panel. For a normal interview, two members of staff, normally Consultants, will need to attend. For Consultant interview panels, there must be at least 6 members.

These consist of:

- Chairman of Organisation or Non-Executive Director
- Chief Executive or representative
- Medical Director or representative
- Royal College Representative
- Two Consultant members of the CPG

For Staff Grade Interview panels, there must be at least 4 members. These consist of:

- Non-Executive Director
- Royal College Representative
- Two Consultant members of the CPG

After the Consultants give their availability to Medical Workforce, Medical Workforce will request availability of the other members of the panel and make all other arrangements, including venue.

Within two working days after the closing date, Medical Workforce will send the applications received to the appropriate Consultants. They must meet as soon as possible to carry out the shortlisting.

When considering arrangements for interviews, a minimum of 45 minutes must be allowed for each Consultant Interview, 30 minutes for each Staff Grade Interview and 15-20 minutes for junior grades.

When shortlisting has been finalised, the Consultants will advise Medical Workforce. When advised of the shortlisting, Medical Workforce will contact the applicants to attend the interview and ask for confirmation of their attendance.

The reasons for rejection or selection must be recorded for all applicants, either via NHS Jobs or by paper record. These records will help provide feedback to applicants, and if necessary, help counter any claims of unfairness or discrimination in the selection process.

### **The interview**

It is the responsibility of Medical Workforce to ensure that all of the interviewers have an interview pack, containing application forms and scoring sheets one week before the interview date. Refer to Medical Staffing Manager for these forms.

A member of the Medical Workforce CPG will attend all interviews, not as a panel member, but as an overseer, making sure correct processes are being followed during the interview.

### **Pre-Employment Checks**

Medical Workforce will be responsible for carrying out all relevant pre-employment checks for Medical and Dental staff and, where applicable, post-employment checks in accordance with policies, procedures and relevant administrative arrangements. These checks comply with the guidance given by the Welsh Assembly Government Document WHC (2003) 007 entitled "Pre and Post Appointment Checks for All Persons working in the NHS in Wales". This guidance applies to all people working in the NHS, whether they are employees, volunteers or those providing contracted services. The checks will include those items described below.

### **Appointment and Induction**

Medical Workforce will send out a letter confirming the decision of the interview panel making a conditional offer of employment, subject to satisfactory clearance of all pre-employment

Personal files for employees are kept and maintained by Medical Workforce. All files must be kept up to date and in a lockable cabinet or stored electronically and Medical Workforce must recognise their obligations under Data Protection legislation and comply within the provisions.

**Written Confirmation of Verbal reference request for:**

**Post:**

(a) How long have you known the candidate?
(b) In what connection?
(c) Is / was the candidate employed by you? (If 'yes', continue below, if 'no', and in order to provide a character reference, go on to question j)
(d) In what capacity was the candidate employed?
(e) Dates of Employment
(f) Give brief description of duties and grade of post
(g) If no longer with you, please state date left, and reason for leaving
(h) If you had a suitable position to fill would you re-employ?
(i) Sickness Absence
(j) What is your opinion of:- The candidate's knowledge, general experience and skills?
The candidate's attitude generally?
The candidate's ability to work as a member of a team?
The candidate's character and personal attributes?
The candidate's aptitude for/ability to assimilate new tasks, responsibilities and/or duties?
Is there anything else pertinent to the candidate's application for this post which you wish to bring to the Health Board's attention?

<b>Name of referee:</b>	<b>Position:</b>	<b>Company:</b>
<b>Reference taken by:</b>	<b>Position:</b>	<b>Date:</b>



## JOB DESCRIPTION GUIDANCE

### JOB DETAILS

- Job Title:** Current job title
- Band:** Current post band
- Salary Scale:** Current salary scale for post
- Hours of Work:** Actual hours the employee works

Name of CPG, Department [or Ward] where the employee works

Address of the employee's main place of work

### ORGANISATIONAL ARRANGEMENTS

Please attach an organisational chart showing the post holder and the jobs two levels above and two levels below (where possible) by job title only. **Draw a box around the post holders job**

#### **Accountable to:**

1. (Managerially) Job title of the manager / supervisor the post holder is directly responsible to
2. (Reporting) Job title of the manager / supervisor the post holder reports to on a daily basis
3. (Professionally) Job title of person the post holder is accountable to in respect of professional issues, if applicable.

#### **Responsible for:**

Supervising and / or Managing

1. Insert the job titles of all posts that report directly to the post holder, and clearly indicate whether the employee supervises or manages these post holders.

### JOB PURPOSE

In this section you should describe as concisely as possible the overall purpose of the job. The aim is to convey in a few sentences a broad picture of the job. [When preparing the job description it is often best to defer writing this section until you have agreed the main components of the job].

## **DUTIES AND RESPONSIBILITIES**

In this section you should identify in sufficient detail the main duties, tasks, activities and responsibilities of the post holder. This should be comprehensive enough to enable the job-matching panel to understand the main tasks etc. in terms of input, output and the processes followed. You should not include words and expressions that imply value judgments, as it is important that only factual information about the role is included. Where possible include examples.

To accurately define the duty, task, activity and responsibility level e.g. financial responsibility, you should identify the tasks and expected outcomes that the postholder is required to deliver. This can be achieved by using the following guidance:

Use verbs which provide a positive indication of what has to be done: – plans, prepares, produces, implements, processes, provides, schedules, completes, dispatches, maintains, evaluates, liaises with, collaborates with.

Describe the task etc. that has to be completed by describing the object of the verb; for example: maintains patient records, schedules meetings (who are invited, level, formal/informal), prepares care plans, and liaises with the Welsh Assembly Government.

State briefly the purpose of the activity in terms of output or standards to be achieved; for example: maintains patient records to ensure information is accurate and up to date for future reference and complies with the Data Protection Act, schedules meetings to fit with other standing diary commitments, prepares care plan to ensure the delivery of effective patient care.

**Try to include in the body of the job description the extent to which the postholder is required to be accountable for their own actions and those of others, to use own initiative and act independently; and the discretion allowed to the jobholder to take action. This should not be a separate subsection of the job description.**

Staff who have specific duties or responsibilities for example infection control or major incidents should have the duties specified within the job description.

Remember that the job description is a summary of the main job related tasks, duties, activities and responsibilities and not a detailed list of all activities. Too much detail could make it difficult for the job matching panels to identify the critical tasks etc.

## **GENERAL REQUIREMENTS**

Standard general items to be covered in job descriptions should include the following text:

### **Competence**

At no time should the postholder work outside their defined level of competence. If there are concerns regarding this, the postholder should immediately discuss them with their manager/supervisor. Employees have a responsibility to inform their supervisor/manager if they doubt their own competence to perform a duty.

### **Registered Health Professional**

All employees of the LHB who are required to register with a professional body, to enable them to practice within their profession, are required to comply with their code of conduct and requirements of their professional registration.

### **Health Care Support Workers**

Healthcare Support Workers make a valuable and important contribution to the delivery of high quality healthcare. The national Code of Conduct for NHS Wales describes the standards of conduct, behaviour and attitude required of all Healthcare Support Workers employed within NHS Wales. Health Care Support Workers are responsible, and have a duty of care, to ensure their conduct does not fall below the standards detailed in the Code and that no act or omission on their part harms the safety and wellbeing of service users and the public, whilst in their care.

### **Supervision**

Where the appropriate professional organisation details a requirement in relation to supervision, it is the responsibility of the post holder to ensure compliance with this requirement. If employees are in any doubt about the existence of such a requirement they should speak to their Manager.

### **Risk Management**

It is a standard element of the role and responsibility of all staff of the LHB that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards.

### **Records Management**

As an employee of the LHB, the postholder is legally responsible for all records that they gather, create or use as part of their work within the LHB (including patient health, financial, personal and administrative), whether paper based or on computer. All such records are considered public records, and the postholder has a legal duty of confidence to service users (even after an employee has left the LHB). The Postholder should consult their manager if they have any doubt as to the correct management of records with which they work.

### **Health and Safety Requirements**

All employees of the LHB have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. The postholder is required to co-operate with management to enable the LHB to meet its own legal duties and to report any hazardous situations or defective equipment. The postholder

must adhere to the LHB's risk management, health and safety and associated policies.

**Flexibility Statement**

The duties of the post are outlined in this job description and person specification and may be changed by mutual agreement from time to time.

**Confidentiality**

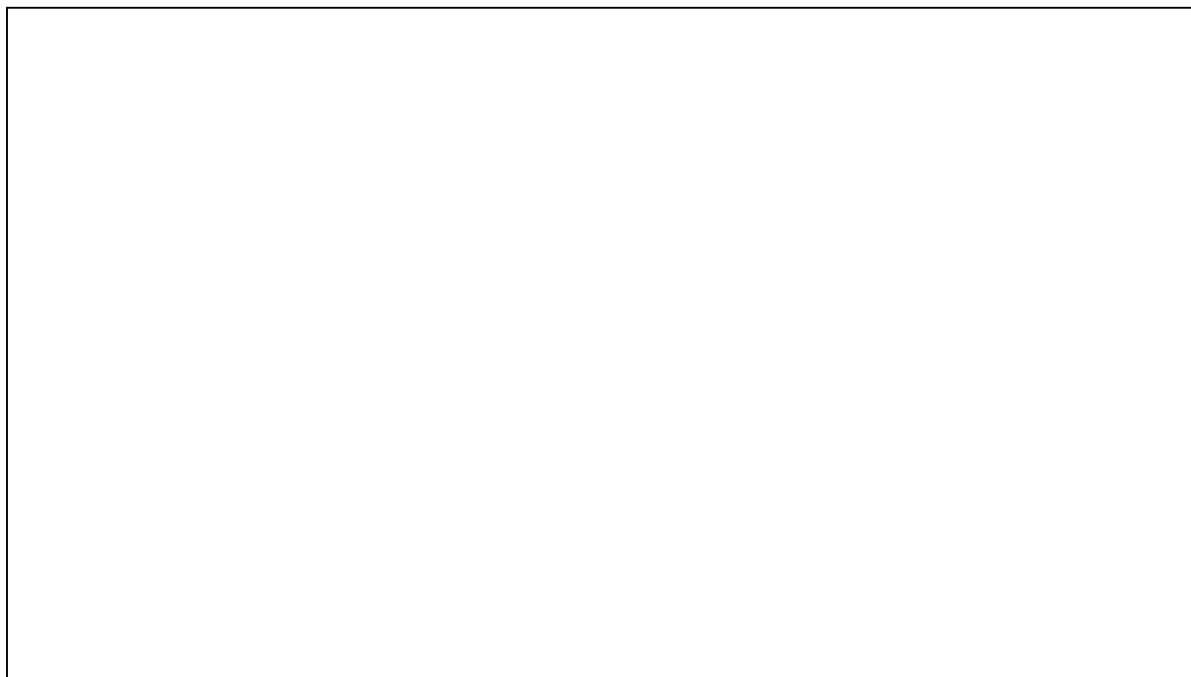
The Postholder must at all times be aware of the importance of maintaining confidentiality and security of information gained during the course of their duties. This will in many cases include access to personal information relating to service users. The postholder must treat all information whether corporate, staff or patient information in a discreet and confidential manner in accordance with the provisions of the data protection act 1998 and organisational policy.

**Promoting Diversity and Dignity at Work**

The LHB is committed to promoting diversity in employment and dignity at work. It recognises that discrimination and harassment is unacceptable and that it is in the best interests of the LHB and the population it serves to utilise the skills of the total workforce. The postholder must comply with and adhere to the equal opportunities and dignity at work policies.

***ORGANISATIONAL CHART***

Please draw an organisational chart showing the post holder and the jobs two levels above and two levels below (where possible) by job title only. **Draw a box around the post holders job**



**PERSON SPECIFICATION – GUIDANCE**

The person specification should set out the qualifications, experience, skills, knowledge, and personal attributes, other requirements that a post holder requires to perform the job to a satisfactory level.

**Job Title:**        **Insert Current Job Title**

**Band:**            **Current Post Band**

	<b>ESSENTIAL</b> The qualities without which a post holder could not be appointed	<b>DESIRABLE</b> Extra qualities which can be used to choose between candidates who meet all the essential criteria working at full competencies	<b>METHOD OF ASSESSMENT</b>
<b>QUALIFICATIONS</b>	<b>‘Essential’</b> professional, technical or academic qualification required by Post holder or the training they should have undertaken	<b>‘Desirable’</b> professional, technical or academic qualification required by Post holder or training they should have undertaken	Certificates
<b>EXPERIENCE</b>	<b>‘Essential’</b> categories of work or organisations, types of achievements and activities that would be likely to predict success in the role.	<b>‘Desirable’</b> categories of work or organisations, types of achievements and activities that would be likely to predict success in the role.	Application Form Interview References
<b>KNOWLEDGE</b>	<b>‘Essential’</b> Knowledge required performing effectively in the post.	<b>‘Desirable’</b> knowledge that would enable the post holder to perform more effectively in the role.	Application Form Interview References
<b>PERSONAL QUALITIES</b> (Demonstrable)	<b>‘Essential’</b> abilities required to perform effectively in the role – motivated, enthusiastic etc.	<b>‘Desirable’</b> abilities which will assist the post holder to perform more effectively in the role – motivated, enthusiastic etc.	Application Form Interview References
<b>Skills</b>	<b>‘Essential’</b>	<b>‘Desirable’</b>	
<b>OTHER RELEVANT REQUIREMENTS</b> (Please Specify)	<b>‘Essential’</b> special requirements attached to the post - travelling, working unsocial hours, mobility etc.	<b>‘Desirable’</b> special requirements attached to the post - travelling, working unsocial hours, mobility etc.	Application Form Interview Document Check
<b>WELSH LANGUAGE REQUIREMENTS</b>			

**Betsi Cadwaladr University Health Board**

**EFFORT FACTOR INFORMATION TO SUPPORT JOB DESCRIPTIONS**

**Post Title:**

**Base / Ward:**

**CPG / Department:**

This document should be completed for each job description and submitted together with the agreed job description and person specification. Having studied the information relating to effort factors, give an accurate description of what effort is required in the job role under each of the headings. Please indicate frequency of exposure as follows:

**D = Daily    W = Weekly    M = Monthly    A = Once/twice a year**

**Physical Skills e.g. Clinical skills (e.g. intubation, venepuncture) or non clinical skills (e.g. high speed accurate typing).**

*Please detail the physical skills required to fulfil the duties of the job. Take into account:*

- *Hand-eye co-ordination such as may be required for audio typing or manipulation of materials/tools*
- *Sensory skills (sight, hearing, touch, taste, smell) such as those required for listening for speech and language defects*
- *Dexterity such as those required for use of fine tools/laying out of instruments, manipulation*
- *Requirements for speed and accuracy such as advanced keyboard use/high speed driving.*
- *Highly developed physical skills as may be required for e.g. performing surgical interventions, suturing, intubation or a range of manual physiotherapy treatments or carrying out endoscopies.*

Nature of skills required:

**Physical Effort:-Examples to be given if lifting, standing or sitting for long periods; manual handling; making repetitive movements; manipulating objects**

**Nature & Frequency:**

**Mental Effort such as preparing detailed reports; checking documents and / or calculations; carrying out clinical diagnosis or interventions; analysing statistics; undertaking formal student / trainee assessments.**

**Nature & Frequency:**

**Emotional Effort such as processing news of highly distressing events; dealing with the terminally ill or with people with challenging behaviour; dealing with difficult situations**

**Nature & Frequency:**

**Working conditions such as exposure to excessive temperatures; Unpleasant odours; bodily fluids; using a computer more or less continuously; driving or being driven**

**Nature & Frequency:**

**Is there a current postholder? Yes/No**

**Job description, Person specification, organisational chart and supplementary information have all been agreed by:**

**Employee's Name: Date:**

**Signature:**

**Line Manager's Name: Date:**

**Designation/ Job Title:**

**Signature:**

**Submission of documents for job evaluation**

Please sign and retain an original copy for manager and employee. Send an electronic version of the documents to [alex.bagnall@wales.nhs.uk](mailto:alex.bagnall@wales.nhs.uk) Send a hard copy of the sign off cover sheet to

**Job Evaluation Unit**

Residences Block  
Abergele Hospital  
Llanfair Road  
Abergele  
LL22 8DP

**Betsi Cadwaladr University Health Board**  
**Job Description, Person Specification, Organisational chart and supplementary information sign-off cover sheet**

I confirm that I have had the opportunity to discuss the content of my job description, person specification, organisational chart and supplementary information and agree amendments where necessary, with my line manager

I confirm that I have been given the opportunity (if I wish) to involve my Trade Union representative in the discussion about my job description, person specification, organisational chart and supplementary information.

I confirm that I accept the attached job description, person specification, organisational chart and supplementary information as an accurate reflection of my duties, tasks, responsibilities and the personal qualities necessary for my job.

I confirm that this is a new/revised post which is currently vacant

Post holder:

Name	Signed	Date
------	--------	------

-----

Manager:

Name	Signed	Date
------	--------	------

-----

Trade Union Representative (if appropriate)

Name	Signed	Date
------	--------	------

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NB: Once completed, this sheet and an electronic version of the job description / person specification / organisational chart / supplementary should be sent to [Alex.bagnall@wales.nhs.uk](mailto:Alex.bagnall@wales.nhs.uk)

Where agreement cannot be reached on job descriptions / person specifications, please contact the Job Evaluation Team for guidance [Alex.bagnall@wales.nhs.uk](mailto:Alex.bagnall@wales.nhs.uk)

**Office Use only:** Job reference code:

**Job Evaluation– Equality Monitoring Data**

Please tick all that apply:

Gender		Mixed / Mixed British	Religion		
Female		Mixed White and Black Caribbean	Christian		
Male		Mixed White and Black African	Buddhist		
Are you undergoing, have undergone or planning to undergo gender reassignment?		Mixed White and Asian	Hindu		
		Mixed Other	Jain		
Yes		<b>Other / Other British</b>		Jew	
		Chinese	Muslim		
No		Arabian	Sikh		
		Gypsy / Traveller	None		
Prefer not to say		Other (state if desired)	Other (state if desired)		
National Identity					
Welsh					
English		Prefer not to say	Prefer not to say		
Scottish		Disability		Preferred Language	
Northern Irish		Do you have a physical or mental health condition or other impairment that has lasted, or is likely to last, at least 12 months; or is of a progressive nature?		English	
British / Mixed British				Welsh	
Irish				British Sign Language (BSL)	
European				Other (state if desired)	
Other (state if desired)				Yes	
		No		Sexual Orientation	
Prefer not to say		Prefer not to say	Heterosexual / Straight		
Racial Group		Please state the type of impairment which applies to you. You may indicate more than one		Gay Man	
<b>White / White British</b>				Gay Woman / Lesbian	
White				Bisexual	
<b>Black / Black British</b>				Other (state if desired)	
Black Caribbean					
Black African		Dexterity Impairment			
Black other		Blind or visually Impaired	Prefer not to say		
<b>Asian / Asian British</b>		Deaf or Hearing Impaired	<b>Caring Responsibilities</b>		
Indian		Mental Health Condition	Adult		
Bangladeshi		Learning/Cognitive impairment/difficulty	Child		
Pakistani		Long-standing illness or health condition			
Asian Other		Other impairment (please specify)			

In completing this form, you are agreeing for this information to be held by Workforce & Organisational Development **and used solely for the purposes of monitoring the Job Evaluation Process** to ensure that all employees, regardless of their circumstances or status, receive equal access and fair treatment.

## Guidelines for the use of Fixed Term Contracts of Employment

### 1. Introduction

Betsi Cadwaladr University Health Board is committed to using fixed term contracts in a responsible and appropriate manner. The Fixed Term Employee (Prevention of Less Favourable Treatment) Regulations 2002 (the Regulations) came into force in October 2002. The Regulations:

- a) Prevent less favourable treatment of fixed-term staff and
- b) Restrict the successive use of fixed-term contracts

unless less favourable treatment or the successive use of fixed-term contracts can be justified on objective grounds.

### 2. Principles

The procedure aims to ensure:

- a) no-one is treated less favourably than that of a comparable permanent employee
- b) fixed term contracts are used in defined circumstances and are clearly time limited
- c) that they have a start and end date with specific reasons as to why they are fixed term (eg, to cover maternity leave from XXX to XXX)
- d) individuals have their contracts converted to indefinite ones after four years service (which must start after 10<sup>th</sup> July 2002)
- e) those on fixed term contracts are made aware of suitable permanent vacancies in the Organisation

### 3. Definition of a Fixed Term Contract

Fixed term contracts are contracts which are temporary for a specified period of time and have a specified end date. It is one which terminates on a specific date or on the occurrence of an event which is certain to occur on a particular date.

### 4. The circumstances in which Fixed Term Contracts may be considered

Fixed-term contracts will be used where their use is unavoidable and in line with the specified criteria below. These criteria need to be met for the first use of a fixed-term contract **and** for any subsequent renewals or extensions. Use of fixed-term contracts must be objectively justified, and in taking into account whether such justification exists the organisation may take account of the following matters:

- (a) the post requires specialist expertise or recent experience in the short term not already available within the organisation
- (b) to cover staff absences as appropriate (eg parental and adoptive leave, long-term sickness, career break or secondment)
- (c) the contract is to provide a secondment or career development opportunity (e.g for a secondment to the organisation from an external body).
- (d) input from specialist practitioners
- (e) where the business circumstances can be clearly demonstrated as particularly uncertain over and above that of generally accepted fluctuations over time

(f) where there is no reasonably foreseeable prospect of short-term funding being renewed nor other external or internal funding being available or becoming available. Where the short-term funding has already been renewed, continuing use of the fixed-term contract would need to be justified by objective reasons.

(g) financial considerations must be made of how any fixed term post is to be funded.

If appropriate funding does not exist for that particular band a virement must be actioned prior to advertising

Issues of performance or quality will not be used to establish whether or not a fixed-term contract should be used. Performance and quality issues will be dealt with in accordance with the organisation's procedures on such issues.

## **5. Exclusions**

This policy applies to fixed-term employees who have an employment contract with the organisation. The following are excluded.

- a) Agency and bank workers, i.e. those who are engaged to work with the organisation, employment contract or relationship with a temporary work agency but are placed with and do their work for a third party;
- b) Apprentices or students on work experience placements of one year or less that they must do as part of a higher education course;
- c) Existing NHS staff who act up or are seconded into another post retain permanent employee status.

## **6. Procedure of Use of Fixed term Contracts**

### **6.1 Recruitment**

If a fixed term contract is appropriate, managers should set out to clearly define the period that the post will last and the reason for the fixed term nature of the position. The fixed term nature of the post should be clearly evident in the advertisement, job information, letter offering employment and subsequent contract of employment.

### **6.2 Review**

All staff on fixed term contracts will have their position reviewed mid term by the line-manager. The outcome of this review must be discussed with the employee and confirmed in writing. Points for consideration at this stage will include whether there is a requirement to extend the contract, or the contract will run for the duration originally stated or the post is to be made permanent, consideration of such issues must be within budget constraints and agreed with Finance.

### **6.3 Limiting the Renewal of Fixed Term Contracts**

The Regulations state that if fixed term employees have their contracts renewed, or if they are re-engaged on a new fixed term contract when they already have a period of four or more years continuous employment, the renewal or new contract takes effect as a permanent contract. If there is no funding within an existing budget for a permanent position, a funding arrangement must be made within the CPG and confirmed to finance via a virement form.

It is expected there would be very few circumstances where successive fixed term contracts of more than four years would be justified or desirable. Such a proposal must be discussed with the General Manager/Appropriate Senior Manager.

## **6 Expiry of a Fixed Term Contract**

Fixed Term contracts have a definite end date, a contract with a fixed start and end date is a fixed term even if it is likely to be renewed. A fixed term contract is a contract for a specific task/project and ceases when the task/project ends. This will include many temporary contracts. In order to assist Chief of Staff / General Manager to identify those staff on fixed term contracts, the WOD will provide managers with a comprehensive bi-monthly report in order to support the appropriate management of fixed term contracts.

Under the Statutory Dismissal Procedure<sup>1</sup>, the expiry of a fixed term contract without renewal or extension is a dismissal in law. Therefore, the following procedure will apply:

- 6.4.1** Step 1: The line manager should write to the employee informing the employee why the fixed term contract is coming to an end and invite the employee to a meeting to discuss this **no later than four to six weeks before the expiry of the contract.**
- 6.4.2** Step 2: The manager should hold the meeting at which the employee has the right to be accompanied. The outcome of the meeting must be confirmed in writing along with details of the reason why the contract is not being renewed. For an example of a letter confirming expiry of a fixed term contract, please see no.11.
- 6.4.3** Step 3: If the employee wishes to appeal, the employee must set out the basis of the appeal in writing to the manager within 14 days. The appeal meeting should be held by a Senior Manager within 3 working days of the written notification from the employee. The employee has the right to be accompanied by a trade union representative or work colleague. The employee must be informed of the final decision in writing.

## **7. Terminating a fixed term contract of employment**

There are a number of different methods by which employment may be terminated, not all of them contentious, but the following are the most relevant:

Mutual agreement - this is where both parties agree to end the contract.

Expiry of a fixed term contract without renewal - there are three types of fixed term contract

- (i) a contract for a set period

- (ii) a contract for a specific project, and
- (iii) a contract terminating on a specific occurrence

Employees who have been employed under a series of fixed term contracts for four years or more will automatically become permanent employees unless continuing the fixed term contract can be objectively justified.

Dismissal on notice - either party can terminate the employment contract by giving the other side the period of notice stated in the contract.

## **8. Redundancy**

Should an employee have at least 104 weeks of continuous full or part time service on the expiry of the fixed term contract, a redundancy payment as per section 16 of the Agenda for Change NHS terms and conditions of service handbook will be made.

The organisation's Redundancy Policy must be followed when considering redundancy; this may need to be reviewed in conjunction with Reorganisation of Services.

## **9. Alternative Employment**

The fixed term employee should have access to the internet to view all vacancies and should discuss the likely availability of other job opportunities with the line manager. In addition, the manager will provide the opportunity for the employee to receive advice on available support to help them in their search for alternative employment, eg, CV / interview preparation. Reasonable time off will be given by the manager for the employee to attend interviews within one month prior to the expiry of the fixed term contract.

## **10. Grievance Procedure**

If a fixed term employee believes they are being treated less favourably than comparable permanent employees because they are fixed term, or that the organisation has infringed their rights under this procedure in any other way, then they may present their case through BCU HB Grievance Policy & Procedure.

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<sup>1</sup> **Employment Act 2002 (Dispute Resolution) Regulations 2004 (SI 2004/752)**  
(came into force on 1 October 2004, introduced statutory dismissal, disciplinary and grievance procedures)

Date

**Private and Confidential**

Name  
Address

Dear

Thank you for attending the meeting on [Date] to discuss the expiry of your fixed term contract. You were accompanied by [Name] and I was supported by [ ].

As I explained at the meeting, [the department] can no longer sustain the post of [name of post]. [State Reasons why]. Therefore, I confirm that the decision has been reluctantly taken not to renew your fixed term contract with Betsi Cadwaladr University Health Board. Your last day of employment with the Betsi Cadwaladr University Health Board will be Friday, [date].

Based on your length of service with the Betsi Cadwaladr University Health Board, you will receive [ ] weeks' pay in lieu of notice and payment for any outstanding holiday entitlement that you have accrued but not taken.

I am required to advise you that you have the right to appeal against this decision. Should you wish to appeal, please write to [name of next line manager], [title] at [location] outlining the grounds for your appeal within 14 days of the date of this letter. If you wish to discuss any matters arising from this letter please do not hesitate to contact me.

Finally, I should like to thank you for the contribution that you have made to the Betsi Cadwaladr University Health Board during your service and hope that everything works out well for you in the future.

Yours sincerely

[Name]  
[Title]

cc Finance Department  
WOD

## Determination of Starting Salaries on Agenda for Change Pay Bands

### 1. Introduction

A key principle 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 Chief of Staff and a WOD 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 the WOD CPG.

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 WOD CPG.

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 the CPG 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 (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 the WOD CPG who will give guidance on the application procedure and the appropriate type of premium.

There are 2 types of recruitment and retention premia (Short or Long Term).

a) The local Recruitment and Retention Premia

The National Long Term Premia have been withdrawn. Any continuation of these is dependent on an application for local RRP (see appendix 11)

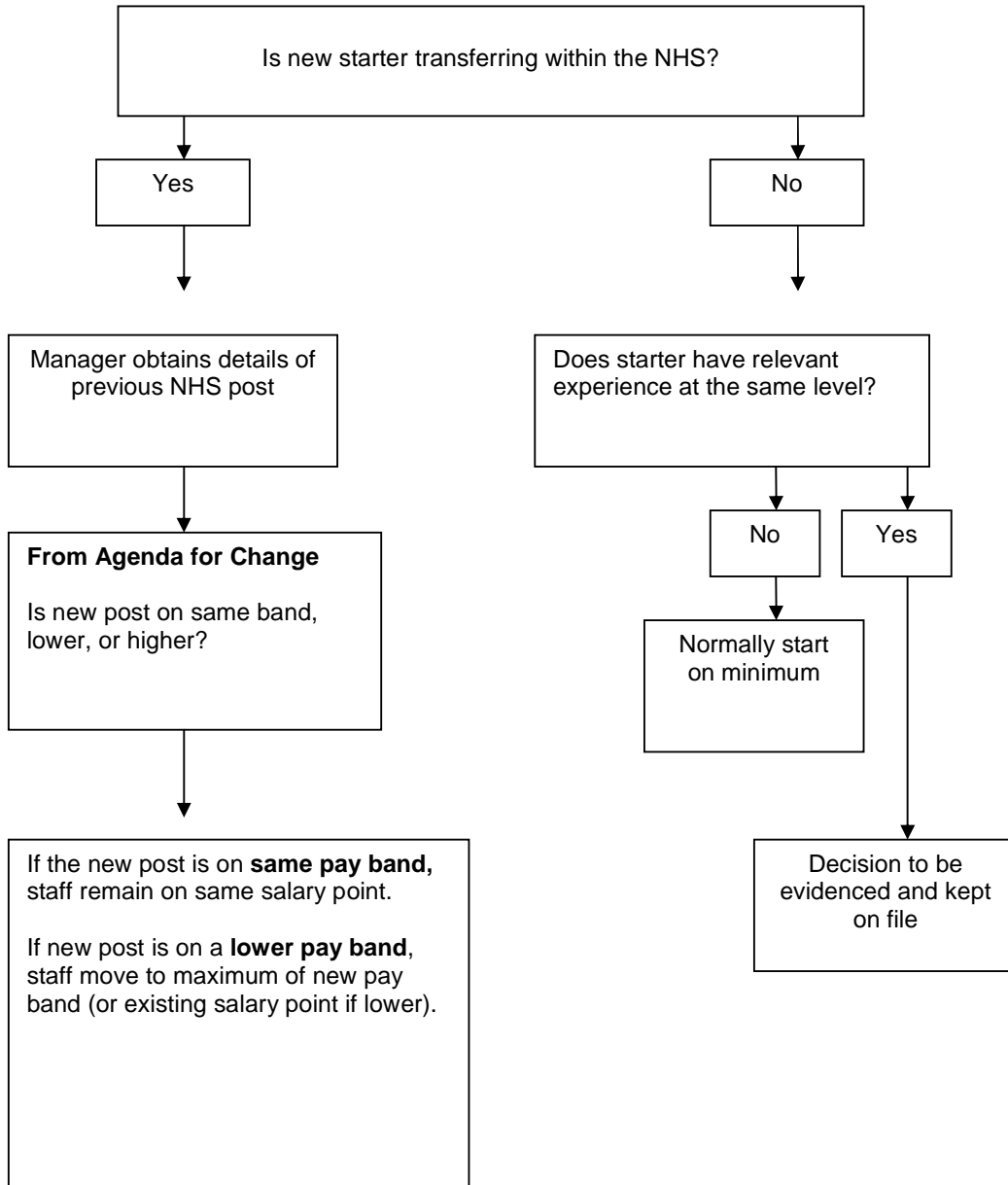
Prior to a local long or short term recruitment and retention premium being offered a submission has to be made to the Welsh Assembly Government. Any submission will be made on the line managers behalf by the WOD CPG and must be accompanied by supporting evidence relating to relevant labour market conditions, 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 WOD CPG.

### FLOW CHART STARTING SALARIES UNDER 'AGENDA FOR CHANGE'



## Annex T

### Development of professional roles

1. The NHS Job Evaluation Scheme recognises that all healthcare professionals who have, as a base level, graduate qualification evaluate at a similar level. Whilst there may be differences these are unlikely to be sufficient to justify a different pay band. This means that it is very likely that they will be placed on pay band 5. Thereafter, most professionals will spend a period of several years in pay band 5 developing their role.
2. It is the case thereafter that for a minority of staff there is some divergence as different professions follow different career pathways. There are also often different organisational structures in place to deliver healthcare.
3. There are groups of staff (such as midwives) who tend to move quickly to operate in roles that demand a level of autonomous decision making in the overall delivery of care that exceeds that normally associated with jobs allocated to pay band 5. Typically, these roles operate without the influence of other professional groups. Where supervision operates, it is generally management supervision and does not normally impinge upon clinical practice. In such circumstances job size should be reviewed no earlier than one year and no later than two years from the date of qualification, using the NHS Job Evaluation Scheme. If the evaluation demonstrates that the post holder's job weight is of sufficient size to move to the next pay band (pay band 6) this should be effected without the need for application for a post at a higher level.

It is not expected that the review will be widespread practice as the majority of staff will work in circumstances in which there is regular clinical supervision and the delivery of care and treatment is subject to control or influence from other healthcare professionals. There is no facility for this provision to operate in any other part of the pay structure.

In practice, when a post is subject to annex T, this should be stated in the advertisement. It is advisable to advertise the post as band 5/6 depending on experience. The pay band to which an individual will be dependent on their previous experience and evidence (from Review records and employment history) of achieving the required competency to perform at band 6 level. If the individual is to be appointed on band 5, it is important to discuss at interview the expected development and timescale for promotion to band 6.

## Annex U

# Arrangements for pay and banding of trainees

1. The NHS has a wide range of people described as trainees working and studying within its services. The arrangements set out below describe how those trainees employed by the NHS should be dealt with under the Agenda for Change arrangements.
2. Trainees fall into three broad categories:
  - i) trainees studying and/or working in the NHS who are already in possession of qualifications at a high level. Such staff are often studying for a higher level qualification and undertaking a role that can be assessed using the NHS Job Evaluation Scheme. An example of this category is a trainee psychologist
  - ii) trainees who are undertaking a short period of learning on the job, usually less than 12 months. Typically, these staff enter whilst already in possession of the basic skills and knowledge to undertake the role. This type of trainee can also be evaluated using the NHS Job Evaluation Scheme. If profiles for this role exist, the lowest banded profile will be appropriate. During the period of traineeship the post holder should not move through the KSF foundation gateway. An example of this type of trainee is a trainee secretary
  - iii) trainees who enter the NHS and undertake all their training whilst an employee. Typically, these staff develop their knowledge and skills significantly during a period of time measured in years. Given the significant change in knowledge and skills during the training period the use of job evaluation is not appropriate. Pay should be determined as a percentage of the pay for qualified staff.
3. For trainees covered by paragraph 2(iii) above, where periods of training last for between one and four years, pay will be adjusted as follows:
  - iv) up to 12 months prior to completion of training: 75 per cent of the pay band maximum of the fully qualified rate
  - v) more than one but less than two years prior to completion of training: 70 per cent of the pay band maximum of the qualified rate
  - vi) more than two but less than three years prior to completion of training: 65 per cent of the pay band maximum for the qualified rate
  - vii) more than three years from completion of training: 60 per cent of the pay band maximum for the qualified rate.

5. Starting pay for any trainee must be no less than the rate of the main (adult) rate of the National Minimum Wage. Where the calculation above results in the National Minimum Wage being payable for year two and beyond, an addition to pay should be made on top of the minimum wage. The addition should be equal to the cash value of the difference between the percentages of maximum pay in the year of payment and the previous year. For example, the supplement in payment in year two would be the value of 65 per cent of maximum minus 60 per cent of maximum pay for the band.
6. On assimilation to the pay band following completion of training, the trainee should enter either on the first pay point of the appropriate pay band or the next pay point above their training salary.

## Annex J

### Local recruitment and retention premium criteria

1. To ensure consistency in the application and payment of recruitment and retention premia, local employers should adhere to the following protocol.

#### Recruitment

2. All new vacancies should be advertised in relevant local, regional, national and/or professional media.
3. Where adverts have produced no suitable applicants, HR personnel service/department managers and staff representatives should consider the reasons for this. Account should be taken of the number of applicants, relevant national vacancy data and local labour market information, the media used and any non-pay improvements which could be made to the employment package (e.g. training opportunities, childcare, relocation), or any expected increase in the supply of staff suitable for the post.
4. If it could be reasonably assumed that vacancies could be filled through, for example, advertising in different media or by waiting for an expected increase in supply (for example from new trainees) then vacant posts should be re-advertised.
5. However, if on the basis of paragraphs 2 and 3 above, it is decided that the vacancy problem can be addressed most effectively only through payment of a recruitment and retention premium, the employer should decide in partnership with local staff representatives whether the problem is likely to be resolved in the foreseeable future (in which case any premium should be short-term) or whether it is likely to continue indefinitely (in which case any premium should be long-term (see Section 5)).
6. The employer should then consult with neighbouring employers, the strategic health authority, staff organisations and other stakeholders, before implementing any premium. ( All Wales Application Procedure for RRP)

#### Retention

7. Before consideration is given to paying recruitment and retention premia to increase retention of staff, HR personnel, service/department heads and relevant staff representatives should ensure non-pay benefits (e.g. childcare support, training and development) are sufficiently developed. Where possible, local turnover rates should be compared with national Annexes Annex J: Criteria for local R&R premia rates. Employers are also advised to undertake regular exit surveys to assess how far pay is a factor in employees'

decisions to leave the organisation.

8. However, if it is decided that a retention problem can be addressed most effectively only through payment of a recruitment and retention premium, the employer should decide whether the problem is likely to be resolved in the foreseeable future (in which case any premium should be short-term) or whether it is likely to continue indefinitely (in which case any premium should be long-term (see Section 5).
9. The employer should then consult with neighbouring employers, the strategic health authority, relevant staff organisations and other stakeholders. ( All Wales Application Procedure for RRP)

### **Review**

10. Once recruitment and retention premia are awarded, they should be reviewed annually. This review should be done by HR personnel, relevant service/department heads and staff representatives.
11. The review should consider, amongst other factors:
  - how far the recruitment and retention premia have allowed the NHS organisation to reduce its vacancy rates and turnover;
  - the likely impact on vacancies of removing or reducing a recruitment and retention premium;
  - any changes in labour market circumstances.
12. The principle consistent with equal pay for work of equal value should be that where the need for a recruitment and retention premium is reduced or has ended, short-term premia should be reduced or withdrawn as soon as possible, consistent with the protection period in Section 5. Long-term premia should be adjusted or withdrawn for anyone offered a qualifying post after the decision to withdraw or reduce the premium has been made.

## **Statement on the recruitment of ex-offenders**

It is a requirement that all registered bodies must treat DBS applicants who have a criminal record fairly and do not discriminate because of a conviction or other information revealed. It also obliges registered bodies to have a written policy on the recruitment of ex-offenders; a copy of which can be given to DBS applicants at the outset of the recruitment process.

- As an organisation using the Disclosure and Barring Service (DBS) checking service to assess applicants' suitability for positions of trust, BCUHB complies fully with the Code of Practice and undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject of a DBS check on the basis of a conviction or other information revealed.
- BCUHB is committed to the fair treatment of its staff, potential staff or users of its services, regardless of race, gender, religion, sexual orientation, responsibilities for dependants, age, physical/mental disability or offending background.
- We have a written policy on the recruitment of ex-offenders, which is made available to all DBS applicants at the outset of the recruitment process.
- We actively promote equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of candidates, including those with criminal records. We select all candidates for interview based on their skills, qualifications and experience.
- A DBS check is only requested after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a DBS check is required, all application forms, job adverts and recruitment briefs will contain a statement that a DBS check will be requested in the event of the individual being offered the position.
- Where a DBS check is to form part of the recruitment process, we encourage all applicants called for interview to provide details of their criminal record at an early stage in the application process. We request that this information is sent under separate, confidential cover, to a designated person within BCUHB and we guarantee that this information will only be seen by those who need to see it as part of the recruitment process.
- Unless the nature of the position allows BCUHB to ask questions about your entire criminal record, we only ask about 'unspent' convictions as defined in the Rehabilitation of Offenders Act 1974.
- We ensure that all those in BCUHB who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences. We also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974.

- At interview, or in a separate discussion, we ensure that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.
- We make every subject of a DBS check aware of the existence of the Code of Practice and make a copy available on request.
- We undertake to discuss any matter revealed in a DBS check with the person seeking the position before withdrawing a conditional offer of employment.

## **Handling of DBS certificate information**

### **Secure storage, handling, use, retention and disposal of Disclosure and Barring Service (DBS) certificates and certificate information**

#### **General principles**

As an organisation using the Disclosure and Barring Service (DBS) checking service to help assess the suitability of applicants for positions of trust, BCUHB complies fully with the Code of Practice regarding the correct handling, use, storage, retention and disposal of certificates and certificate information. It also complies fully with its obligations under the Data Protection Act 1998 and other relevant legislation pertaining to the safe handling, use, storage, retention and disposal of certificate information and has a written policy on these matters, which is available to those who wish to see it on request.

#### **Storage and access**

Certificate information should be kept securely, in lockable, non-portable, storage containers with access strictly controlled and limited to those who are entitled to see it as part of their duties.

#### **Handling**

In accordance with section 124 of the Police Act 1997, certificate information is only passed to those who are authorised to receive it in the course of their duties. We maintain a record of all those to whom certificates or certificate information has been revealed and it is a criminal offence to pass this information to anyone who is not entitled to receive it. To note: those registered care homes which are inspected by the Care Quality Commission (CQC), those organisations which are inspected by Ofsted and those establishments which are inspected by the Care and Social Services Inspectorate for Wales (CSSIW ) may retain the certificate until the next inspection. Once the inspection has taken place the certificate should be destroyed in accordance with the Code of Practice.

## **Usage**

Certificate information is only used for the specific purpose for which it was requested and for which the applicant's full consent has been given.

## **Retention**

Once a recruitment (or other relevant) decision has been made, we do not keep certificate information for any longer than is necessary. This is generally for a period of up to six months, to allow for the consideration and resolution of any disputes or complaints. If, in very exceptional circumstances, it is considered necessary to keep certificate information for longer than six months, we will consult the DBS about this and will give full consideration to the Data Protection and Human Rights of the individual before doing so. Throughout this time, the usual conditions regarding the safe storage and strictly controlled access will prevail.

## **Disposal**

Once the retention period has elapsed, we will ensure that any DBS certificate information is immediately destroyed by secure means, i.e. by shredding, pulping or burning. While awaiting destruction, certificate information will not be kept in any insecure receptacle (e.g. waste bin or confidential waste sack). We will not keep any photocopy or other image of the certificate or any copy or representation of the contents of a certificate. However, notwithstanding the above, we may keep a record of the date of issue of a certificate, the name of the subject, the type of certificate requested, the position for which the certificate was requested, the unique reference number of the certificates and the details of the recruitment decision taken.



## NHS employment checks – criminal record and barring checks decision tree

### Before you begin

Not all NHS staff will be eligible for criminal record and barring checks. At the point of advertising a position, employers must make an assessment against the roles, activities and responsibilities of the particular position to determine eligibility.

By prompting key questions, the decision tree is a tool to support employers in making the assessment of when checks must be carried out. You should also refer to the legislation and other sources of information referenced to make an informed decision.

Is the position covered under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended)?

Most individuals are likely to be eligible by virtue of section 13 i.e. any employment which is concerned with the provision of health services and which is of such a kind as to enable the holder to have access to persons in receipt of such services in the course of their normal duties. However, there are other provisions within the Exceptions Order that may be relevant, please refer to the legislation available at [www.legislation.gov.uk](http://www.legislation.gov.uk)

Yes

No

Is the position a REGULATED ACTIVITY with children and/or adults as defined by the Safeguarding Vulnerable Groups Act (amended by the Protection of Freedoms Act 2012)?

Adults: any activity involving working or volunteering with adults that is of a specified nature, regardless of the frequency that this activity is undertaken and the setting:

- (i) providing health care
- (ii) providing personal care
- (iii) providing social work
- (iv) assistance with cash, bills and/or shopping
- (v) assistance in the conduct of a person's own affairs
- (vi) conveying (transporting adults to or from their place of residence and a place where they have received, or will be receiving, health care, personal care or social care; or between places where they have received or will be receiving care).

For further information about 'regulated activity' with adults please refer to the factual note issued by the Department of Health at: [www.dh.gov.uk/health/2012/09/new-disclosure-and-barring-services-definition-of-regulated-activity/](http://www.dh.gov.uk/health/2012/09/new-disclosure-and-barring-services-definition-of-regulated-activity/)

Children: any activity involving working or volunteering with children that is of a specified nature:

- (i) unsupervised activities: teaching, training, instruction, care for or supervision of children, or providing advice/guidance on well-being, or driving a vehicle only for children
- (ii) work for a limited range of establishments ('specified places'), with the opportunity for contact with children, e.g. childcare premises. Not work by supervised volunteers. (Please note that children's hospitals are no longer categorised as a 'specified place')
- (iii) providing personal care, for example washing or dressing; or health care by or supervised by a professional
- (iv) registered child minding; and foster-caring.

Working with children under (i) or (ii) is regulated activity only if done frequently (i.e. once a week or more often, or on four or more days in a single 30 day period or overnight).

For further information about 'regulated activity' with children please refer to the factual note issued by the Department for Education at: [www.education.gov.uk/childrenandyoungpeople/safeguardingchildren/a00209802/disclosure-barring](http://www.education.gov.uk/childrenandyoungpeople/safeguardingchildren/a00209802/disclosure-barring)

Yes

No

Individuals seeking work in regulated activity must be checked against the barred list(s) through the process of an enhanced criminal record disclosure. You must indicate on the criminal record application form whether the individual is working or volunteering with children and/or adults.

Does the barred list check show the individual is barred from engaging in regulated activity with children or adults?

Yes

No

The individual **must not** be appointed into regulated activity with the vulnerable group from which they are barred. It is an offence for any person who is barred to apply for, or engage in, regulated activity. It is also an offence for an employer to knowingly allow a barred person to engage in regulated activity.

A barred person may undertake a position not in regulated activity where they meet all other pre-employment checking criteria. However, employers should carry out an appropriate risk based assessment taking into consideration all information within the disclosure to assure patient safety.

Employers should ensure that robust safeguards are in place to manage that individual, such as supervision or restricted access to certain areas of the building.

Carry out risk based assessment to determine whether the conviction is relevant to post, whether they pose any risk or potential risk to patient safety.

If the risk assessment raises patient safety concerns the recruitment should not proceed.

Any provisional offer of appointment should be withdrawn.

Confirm appointment.

Since 10 September 2012 the new definition of 'regulated activity' has reduced the number of individuals who must be checked against the barred lists. However positions that were eligible for an enhanced disclosure with a barred list check before 10 September will remain eligible for enhanced disclosures without barred list information.

Was the position eligible for an enhanced disclosure before 10 September? i.e. did the position fall into the pre 10 September definition of regulated activity?

Yes

No

Since 10 September 2012 you can continue to obtain an enhanced level criminal record disclosure but WITHOUT barred list checks.

Is any relevant information disclosed, for example criminal convictions?

Yes

No

Carry out risk based assessment to determine whether the conviction is relevant to post, whether they pose any risk or potential risk to patient safety.

If the risk assessment raises patient safety concerns the recruitment should not proceed.

Any provisional offer of appointment should be withdrawn.

Confirm appointment.

If the individual meets all other pre-employment criteria and the risk assessment decision is to recruit, safeguards should be put in place as appropriate.

Confirm appointment.

The position is not eligible for a criminal record check at standard or enhanced level.

In certain circumstances, for example, people working in 'positions of trust' e.g. chief executives, senior management or finance managers you may wish to ask prospective employees to apply for a basic disclosure from Disclosure Scotland. This level of disclosure contains information about unspent (current) convictions.

Further information is available at: [www.disclosurescotland.co.uk](http://www.disclosurescotland.co.uk)

If the individual meets all other pre-employment criteria

Confirm appointment

The position is not 'regulated activity' but does it involve the individual having access to patients in the course of their normal duties?

Please note that access to information about patients or patient records only does not constitute 'access'.

Yes

No

Since 10 September 2012 you can continue to obtain a standard level criminal record disclosure.

Confirm appointment.

Confirm appointment.

Confirm appointment.

Please note Criminal record and barring checks form only part of the pre-employment process, equally important are verification of identity, right to work, registration and qualification, employment history and references, and occupational health checks. For further information please refer to the NHS Employment Check Standards at [www.nhsemployers.org/employmentchecks](http://www.nhsemployers.org/employmentchecks)

## Appendix 14

### **Betsi Cadwaladr University Health Board Additional Guidance – Welsh Language Skills**

The flowchart must be used to determine what level of Welsh Language is required for a post, once this has been agreed and considered against both the demographics of the area and the existing workforce to meet the needs of the local population, this must be included on the Advert Request Form so that Employment Services at NHS Wales Shared Services Partnership can ensure that the correct terminology is included on NHS Jobs.

#### **Some Key points to note:**

Manager's responsibility:

- to determine the level required by following the flowchart (for additional advice please contact the relevant Welsh Language Officer (this should be where the postholder will be based so that the demographics of the area is also considered))
- to ensure that the appointed individual has adequate support (ie IT Literate, time off from work) to undertake the training required for the post
- discuss the type of training delivery required to meet the individuals needs (e-learning/tutor contact) further discussion / advice can be provided by Welsh Language Officer on individual's requirements
- ensure individual is aware of their responsibility to complete course
- review progress on the course at the 6 monthly review with the individual
  - if the individual has not commenced the course yet, set further review of 1 month, this is to ensure that the individual has had adequate support at the end of the 12/18 month period.
  - does the individual require additional support from Welsh Language Department (contact Welsh Language Officer for assistance)
- Final review 12/18 months dependant on level required. When completed, please advise the ESR Team by the completion of the data cleanse form to ensure that competencies are updated in ESR ([esrissues@wales.nhs.uk](mailto:esrissues@wales.nhs.uk)) please use attachment to advise you of the relevant levels. Or amend directly within Self-Service.

Should an individual not meet the level required for the post within specified period, there must be supportive measures to assist individual further advice can be sought from Welsh Language Officer and / or Workforce & OD.

**WELSH LANGUAGE SKILLS SELF-ASSESSMENT TOOL**

	<b>LISTENING / SPEAKING</b>	<b>READING / UNDERSTANDING</b>	<b>WRITING</b>
<b>LEVEL 0</b>	<ul style="list-style-type: none"> <li>No appreciable ability</li> </ul>	<ul style="list-style-type: none"> <li>No appreciable ability</li> </ul>	<ul style="list-style-type: none"> <li>No appreciable ability</li> </ul>
<b>LEVEL 1</b>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Pronounce Welsh words, place names, department names, etc.</li> <li>Greet and understand a greeting.</li> <li>Use basic every day words and phrases, e.g. thank you, please, excuse me, etc.</li> <li>Understand / pass on simple verbal requests of a routine / familiar / predictable kind using simple language, e.g. 'May I speak to...'</li> <li>State simple requests and follow up with extra questions / requests in a limited way</li> </ul>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Understand simple key words and sentences on familiar / predictable matters relating to my own job area, e.g. on signs, in letters.</li> </ul>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Fill in simple forms, note down simple information, e.g. date and venue of a meeting, Welsh address, etc.</li> </ul>
<b>LEVEL 2</b>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Understand the gist of Welsh conversations in work</li> <li>Respond to simple job-related requests and requests for factual information</li> <li>Ask simple questions and understand simple responses</li> <li>Express opinions in a limited way as long as the topic is familiar</li> <li>Understand instructions when simple language is used</li> </ul>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Understand factual, routine information and the gist of non-routine information on familiar matters related to my own job area, e.g. in standard letters, leaflets, etc.</li> </ul>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Write short simple notes / letters / messages on a limited range of predictable topics related to my personal experiences or my own job area</li> </ul>
<b>LEVEL 3</b>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Understand much of what is said in an office, meeting, etc.</li> <li>Keep up a simple conversation on a work related topic, but may need to revert to English to discuss / report on complex or technical information</li> <li>Answer predictable or factual questions</li> <li>Take and pass on most messages that are likely to require attention</li> <li>Offer advice on simple job-related matters</li> </ul>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Scan texts for relevant information</li> <li>Understand a fair range of job-related routine and non-routine correspondence, factual literature, etc. when standard language is used.</li> </ul>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Write a detailed / descriptive letter relating to my own job area, but will need to have it checked by a Welsh speaker</li> <li>Make reasonably accurate notes while someone is talking</li> </ul>
<b>LEVEL 4</b>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Keep up an extended casual work related conversation or give a presentation with a good degree of fluency and range of expression but may need to revert to English to answer unpredictable questions or explain complex points or technical information</li> <li>Contribute effectively to meetings and seminars within own area of work</li> <li>Argue for/against a case</li> </ul>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Read and understand information fairly quickly as long as no unusual vocabulary is used and no particularly complex or technical information is involved</li> </ul>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Prepare formal letters of many familiar types such as enquiry, complaint, request and application</li> <li>Take reasonably accurate notes in meetings or straightforward dictation</li> <li>Write a report / document relating to my own job area, but will need to have it checked by a Welsh speaker</li> </ul>
<b>LEVEL 5</b>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Advise on / talk about routine, non-routine, complex, contentious or sensitive issues related to own experiences</li> <li>Give a presentation/demonstration</li> <li>Deal confidently with hostile or unpredictable questions</li> <li>Carry out negotiations using complex / technical terms</li> <li>Give media interviews</li> </ul>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Understand complex ideas and information expressed in complex or specialist language in documents, reports correspondence and articles, etc.</li> </ul>	<p><b>I Can:</b></p> <ul style="list-style-type: none"> <li>Write letters on any subject</li> <li>Write full / accurate notes of meetings while continuing to follow discussions and participate in them</li> <li>Write reports / documents with confidence but they may need to be checked for minor errors in terms of spelling and grammar</li> </ul>

<b>ARF HUNAN-ASESU SGILIAU IAITH GYMRAEG</b>			
	<b>GWRANDO / SIARAD</b>	<b>DARLLEN / DEALL</b>	<b>YSGRIFENNU</b>
<b>LEFEL 0</b>	<ul style="list-style-type: none"> <li>• Heb allu gwerth sôn amdano</li> </ul>	<ul style="list-style-type: none"> <li>• Heb allu gwerth sôn amdano</li> </ul>	<ul style="list-style-type: none"> <li>• Heb allu gwerth sôn amdano</li> </ul>
<b>LEFEL 1</b>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Ynganu geiriau, enwau lleoedd, enwau adrannau Cymraeg, etc.</li> <li>• Cyfarch a deall cyfarchiad.</li> <li>• Defnyddio geiriau ac ymadroddion cyffredin, sylfaenol, e.e. diolch, os gwelwch yn dda, esgusodwch fi, etc.</li> <li>• Deall / trosglwyddo ceisiadau llafar syml o fath arferol / cyfarwydd / y mae modd eu rhagweld gan ddefnyddio iaith syml, e.e. 'Ga' i siarad â...'</li> <li>• Gwneud ceisiadau syml a'u dilyn gyda chwestiynau / ceisiadau ychwanegol mewn modd cyfyngedig</li> </ul>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Ddeall geiriau allweddol a brawddegau syml am faterion cyfarwydd / y mae modd eu rhagweld sy'n ymwneud â maes fy swydd i e.e. ar arwyddion, mewn llythyrau.</li> </ul>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Lenwi ffurflenni syml, nodi gwybodaeth syml e.e. dyddiad a lleoliad cyfarfod, cyfeiriad Cymraeg etc.</li> </ul>
<b>LEFEL 2</b>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Ddilyn hanfod sgysiau Cymraeg yn y gwaith</li> <li>• Ymateb i geisiadau syml sy'n ymwneud â'm swydd a gwneud cais am wybodaeth ffeithiol</li> <li>• Gofyn cwestiynau syml a deall atebion syml</li> <li>• Mynegi barn mewn modd cyfyngedig, os yw'r pwnc yn gyfarwydd</li> <li>• Deall cyfarwyddiadau pan ddefnyddir iaith syml</li> </ul>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Ddeall gwybodaeth ffeithiol, arferol a dilyn hanfod gwybodaeth anarferol am faterion cyfarwydd sy'n gysylltiedig â maes fy swydd i e.e. mewn llythyrau safonol, taflenni, etc.</li> </ul>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Ysgrifennu nodiadau / llythyrau / negeseuon byr, syml am amrediad cyfyngedig o bynciau y mae modd eu rhagweld, sy'n gysylltiedig â'm profiadau personol i neu â maes fy swydd i</li> </ul>
<b>LEFEL 3</b>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Ddeall llawer o'r hyn a ddywedir mewn swyddfa, cyfarfod etc.</li> <li>• Cynnal sgwrs syml am bwnc sy'n ymwneud â'r gwaith, ond efallai bydd angen troi i'r Saesneg i drafod / rhoi manylion gwaith cymhleth neu dechnegol</li> <li>• Ateb cwestiynau ffeithiol neu rai y mae modd eu rhagweld</li> <li>• Cymryd a throsglwyddo'r rhan fwyaf o negeseuon sy'n debygol o fod ag angen sylw</li> <li>• Cynnig cyngor am faterion syml sy'n ymwneud â'm swydd</li> </ul>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Ddarllen testun yn fras i gael gwybodaeth berthnasol</li> <li>• Deall amrediad go lew o ohebiaeth arferol ac anarferol sy'n gysylltiedig â'm swydd, deunydd darllen ffeithiol etc., pan ddefnyddir iaith safonol.</li> </ul>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Ysgrifennu llythyr manwl / disgrifiadol sy'n ymwneud â maes fy swydd i, ond bydd angen i siaradwr Cymraeg fwrw golwg drosto</li> <li>• Gwneud nodiadau lled gywir tra bydd rhywun yn siarad</li> </ul>

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<p><b>LEFEL 4</b></p>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Gynnal sgwrs anffurfiol estynedig sy'n gysylltiedig â'm gwaith, neu wneud cyflwyniad yn rhugl, gydag amrediad o fynegiant, ond efallai bydd angen troi i'r Saesneg i ateb cwestiynau nad oes modd eu rhagweld, neu esbonio pwyntiau cymhleth neu wybodaeth dechnegol</li> <li>• Cyfrannu'n effeithiol i gyfarfodydd a seminarau yn fy maes gwaith i fy hun</li> <li>• Dadlau o blaid / yn erbyn achos</li> </ul>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Ddarllen a deall gwybodaeth yn lled gyflym ar yr amod nad yw'n defnyddio geirfa anarferol ac nad yw'n arbennig o gymhleth na thechnegol</li> </ul>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Baratoi o nifer o fathau o lythyrau ffurfiol cyfarwydd, fel ymholiad, cwyn, dymuniad a chais</li> <li>• Cymryd nodiadau go lew o gywir mewn cyfarfod neu gymryd arddyweddiad syml</li> <li>• Ysgrifennu adroddiad / dogfen sy'n ymwneud â maes fy swydd i, ond bydd angen i siaradwr Cymraeg fwrw golwg drosto</li> </ul>
<p><b>LEFEL 5</b></p>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Drafod / cyngori am faterion arferol, anarferol, cymhleth, cynhennus neu sensitif sy'n gysylltiedig â'm profiadau i fy hun</li> <li>• Rhoi cyflwyniad / arddangosiad</li> <li>• Delio'n hyderus â chwestiynau gelyniaethus neu rai nad oes modd eu rhagweld</li> <li>• Trafod gan ddefnyddio termau cymhleth / technegol</li> <li>• Cynnal cyfweiliadau ar y cyfryngau</li> </ul>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Ddeall syniadau a gwybodaeth gymhleth a fynegir mewn iaith gymhleth neu arbenigol mewn dogfennau, adroddiadau, gohebiaeth ac erthyglau etc.</li> </ul>	<p><b>Gallaf:</b></p> <ul style="list-style-type: none"> <li>• Ysgrifennu llythyrau am unrhyw bwnc</li> <li>• Ysgrifennu nodiadau llawn / cywir am gyfarfodydd, gan ddilyn trafodaethau a chymryd rhan ynddyn nhw</li> <li>• Ysgrifennu adroddiadau / dogfennau yn hyderus, ond efallai bydd angen bwrw golwg dros y rhain i chwilio am fân frychau sillafu a gramadeg</li> </ul>

### Betsi Cadwaladr University Health Board Welsh Language Skills Flowchart (except Medical & Dental Staff)

