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| Reference Number: UHB220 Version Number: 4 | Date of Next Review: 09/2025 Previous Trust/LHB Reference Number: TR56 |
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RECRUITMENT AND SELECTION POLICY

Policy Statement

To ensure the Health Board delivers its aims, objectives, responsibilities and legal requirements transparently and consistently, we will ensure that the recruitment and selection of staff is conducted in a systematic, comprehensive and fair manner, promoting equality of opportunity at all time, eliminating discrimination and promoting good relations between all.

Policy Commitment

Cardiff and Vale University Health Board (the UHB) recognises that its employees are fundamental to its success. In view of this, the UHB is committed to attracting, appointing and retaining qualified, motivated staff with the right skills and experience to ensure the delivery of a quality service and support its values. In order to achieve this, we will:

- Provide a well-defined Policy and supporting Procedures for managers to work within and ensure they are clear about the principles underlying the recruitment and selection processes
- Think differently about how we attract and recruit our current and future workforce in line with the People and Culture Plan. This includes working with social care partners to develop an integrated workforce and supporting a diverse workforce and inclusive culture.
- Use our recruitment materials e.g. adverts, booklets etc to promote wider strategies and positive actions being taken e.g. sustainability to raise awareness and further embed our commitment to these initiatives
- Promote the values of the UHB and ensure that this is reflected in the selection of candidates
- Work at all times within current employment legislation and best practice guidelines to ensure a fair and equitable recruitment process
- Ensure that, before a job is advertised, consideration is given to whether there is scope for modernisation or skill mix to enable improvement
- Ensure that every post has a written job description, person specification and Job Plan (as appropriate)
- Endeavour to engage workers as employees whenever possible. If this is not possible the Medical & Dental Managed Staff Bank (for all NHS and agency requirements) and the Temporary Staffing Bank / Agencies must be used. Self-employed contractors will only be engaged if the usual routes are not possible, and will be subject to the Off Payroll Procurement Process to ensure compliance with the Off Payroll Working in the Public Sector legislation which was introduced in April 2017

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- Employ staff on permanent contracts of employment as the norm, with fixed term contracts only used where necessary and appropriate. Any employee engaged on a fixed term contract will be entitled to terms and conditions of employment that are no less favourable on a pro-rata basis than the terms and conditions of a comparable permanent employee, unless there is an objective reason for offering different terms. Fixed term employees will be treated in the same way as comparable permanent employees in relation to opportunities for training, promotion, transfer and appraisal
- Only use internal secondment arrangements (e.g. 'expressions of interest') exceptionally, when normal recruitment is not possible, for one of the reasons listed below:
 - to fill posts quickly where funding is time-limited
 - to establish flexibility in the staffing structure pending an Organisational Change (OCP)
 - in situations where an acting up arrangement would not be appropriate
 - Specific skills are required or there is limited internal pool of people who could meet the requirements of the role
- Ensure that managers understand the importance of regularly reviewing and monitoring the use of secondments so that we maintain our obligations under the Equality Act 2010 and the Welsh Language Standards. In addition, arrangements should be put into place to ensure that secondments which were justifiably short-term do not become irreversible over time, that the transparency and accountability offered by normal recruitment processes are not lost, and there is no negative impact on the individual in terms of job clarity or security. All secondments which are made permanent must be advertised.
- Ensure that there is no conflict of interest e.g. the appointing officer must declare any relationship with candidates
- Shortlist applicants for interview on the basis of the information they provide on their application form against the criteria set out in the person specification for the post
- Ensure that all shortlisted applicants have a formal interview before an appointment can be made. No discriminatory questions will be asked.
- Ensure that all offers of employment are conditional and subject to pre-employment checks, including Disclosure and Barring checks and professional registration (if appropriate)
- Ensure that all staff who have a requirement to be registered with a statutory regulatory body in order to practice their profession are appropriately registered at all time.
- Make reasonable adjustments should people with disabilities apply to enable them to attend interview, fulfil the requirements of the role, and maintain their professional registration.
- Ensure that the Executive Director of People and Culture and/or the Director of Governance are actively involved in supporting and advising the Chief Executive or Chair in the appointment of Executive Directors

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- Actively consider Welsh language skills as part of the recruitment process to help meet the UHB's commitment to providing quality healthcare through the medium of Welsh
- Provide information for managers on starting salaries (including when reckonable service or incremental credits apply) and the evidence required to make a salary offer
- Provide financial support, at the discretion of the UHB, to appointees who need to relocate to take up employment with Cardiff and Vale UHB in order to attract the very best staff.
- Ensure that new staff are welcomed and settled into their role in the organisation, and enable them to become as effective as soon as possible, through a carefully planned induction programme. New staff should be signposted to resources relating to wellbeing, peer support and staff networks etc.
- Develop a greater understanding of the demographics of our workforce and work towards ensuring that it reflects the population we serve
- Recognise that we cannot just depend on bringing new people into our workforce; we also need to improve how we retain, manage, develop and look after the wellbeing of our existing workforce

Supporting Procedures and Written Control Documents

This Policy and the supporting Procedures describe the following with regard to recruitment and selection:

- Roles and responsibilities
- Principles governing recruitment and selection
- Fixed Term Contracts
- Recruitment and the Welsh Language
- The requirements and processes surrounding professional registration
- DBS checks and referrals, including withdrawing an offer of employment if appropriate
- Evidence required to make a salary offer
- Induction
- Relocation Expenses

Other supporting documents to read alongside this Policy are:

- [Recruitment and Selection Procedure](#)
- Recruitment and Selection Procedure for Medical and Dental Staff
- [Recruitment of Locum Doctors and Dentists Operational Procedure](#)
- [Recruitment & Selection Toolkit for NHS Managers](#)
- [Disclosure and Barring Service Policy and Procedure](#)
- [Secondment Policy](#)
- [Fixed Term Contract Procedure](#)
- [Professional Registration Procedure](#)

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- [Organisational Change Policy](#)
- [Redeployment Procedure](#)
- [New and Changed Jobs Protocol](#)
- [Supporting Transgender Staff Procedure](#)
- [Relocation Expenses Procedure](#)
- [Relocation Costs and Associated Provisions for Doctors and Dentists in the Training Grades](#)

Scope

This Policy applies to all managers who are involved in the recruitment and selection of staff.

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| Equality and Health Impact Assessment | An Equality and Health Impact Assessment (EHIA) has been completed and this found there to be a positive impact. |
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| Policy Approved by | Strategy and Delivery Committee |
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| Group with authority to approve procedures written to explain how this policy will be implemented | Employment Policy Sub Group |
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| Accountable Executive or Clinical Board Director | Executive Director of People and Culture |
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Disclaimer

If the review date of this document has passed please ensure that the version you are using is the most up to date either by contacting the document author or the [Governance Directorate](#).

Summary of reviews/amendments

| Version Number | Date Review Approved | Date Published | Summary of Amendments |
|----------------|----------------------|----------------|--|
| 1 | 04.03.14 | 09.04.14 | Updated from Trust document to reflect change in process due to Shared Services |
| 2 | | | <ul style="list-style-type: none"> • Policy and Procedure separated in line with UHB format. • Policy now covers all staff, not just those under AFC terms and conditions • Reference to self employed contractors included |

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| | | | <ul style="list-style-type: none"> The Executive Director of People and Culture and/or the Director of Corporate Governance are actively involved in supporting and advising the Chief Executive or Chair in the appointment of Executive Directors |
| 3 | 25.06.2019 | 09.07.2019 | <ul style="list-style-type: none"> References to DBS and professional registration strengthened and relocation expenses added Interim review so no change to review date |
| 4 | 27.09.2022 | | <ul style="list-style-type: none"> Reference to people and Culture Plan and integrated working included Recruitment materials will be used to promote wider strategies e.g sustainability as a way of attracting new staff and embedded our commitment Reference to Medical & Dental Managed Staff Bank Guidance on use internal secondment arrangements (e.g. 'expressions of interest) incorporated Reference to building a workforce that reflects the population we serve The importance of retaining as well as attracting new staff is referenced |